

OR A HISTORIAN, II seems only yesterday that close observers of American academic life regarded the compatibility of scholarly research and teaching as an article of faith. No longer. An alphabetical list of recent agnostics includes William Bennett, Allan Bloom, Ernest L. Boyer, Lynne V. nam Bennett, Alian Diodit, Ernest L. Boyer, Lynne v. Cheoey, Dinesh D'Souza, Edward Fiske, Roger Kimball, Everett Curl Ladd, Jr., Parker Palmer, Eugene Rice, Page Smith, Churles J. Sykes, and Bruce Wilshire. And recently, a Rutgers University administrator, in The Chronicle of Higher Education, declared teaching and research, heretofore the two central functions of the American university, to be "inescapably

How, one might well ask, have we come so far sa fast? What has suddenly produced all these "incompat-

A provisional answer is that, like the poor, they have always been with us. The "incompstibility" viewpoint can be traced to the 1850's and John Henry Newman, who argued in a series of lectures published as The Iden of a University that research, like theology, had na place in the university, which was to be devoted to undergraduate and non-professional educatian. Later and closer to home, the social theorist Thorstein Vcblen, whose ideas about the American university took shape at the University of Chicago in the 1890's and were Inter published in The Higher Learning in America (1918), asserted that, at most, "the work of teaching properly belongs in the university only because and in so far as it incites and incilitates the university's main work of inquiry."

Indeed, the idea of the incompatibility of teaching and research was commonplace among many of the founders of American universities, as well as among the first American-trained Ph.D.'s such as Veblcn. But whereas mnny came to that opinion because they cared passionately about the cause of research and not a hoot about undergraduate instruction, today's "incompatibilists" have reversed these priorities, believing that ovarinvolvement in research and publication has undermined the quality of teaching.

The "incompatibility" idea failed the first time around. By the time the Johns Hopkins University opened in 1876, its trustees had scuttled the early plans of president-designate Danial Colt Gilman for an "entirely new university" that would exclude undergraduates and their attendant "distractions." Clark University, at the insistence of its president, the psychologist G. Stanley Hall, opened in 1889 to graduate students

only, but five years later reversed itself and began accepting undergraduates.

Talk at Harvard and Columbin Universities in the 1890's about sending their undergraduntes to the country so that faculty members could get on with the "real in your mental members come get on with the least business" of the university—remained talk. Presidents Charles William Eliat and Nicholas Murray Butler opted for the tensians of a multipurpase university over neatness, relying on what the historian Laurence Veysey has described as American higher education's historical "tendency ta blend and reconcile."

Thus, undergraduate teaching and research, if not wholly compatible, have coexisted on American university enmpuses for a century. Yet the past does not necessarily determine the future. Perhaps, na some now argue, the estrangement of leaching and research is already so far under way on some university campuses that only institutional acknowledgment is needed to effect a legal separation. The current of recent opinion seems to run strongly in that direction. Yet before junking once and for all the idea, or ideal, that research and teaching can be compatible, even mutually reinforcing. we should review the evidence supporting the incompatibiliats' argument.

HEI & AROUMENT rests on two kinds of evidence. The first is the observation of academic folkways as revealed at conferences, in disciplinary journals, and in public commentary. Mast of those doing the observing are critical outsidars (such aa Bennett, D'Souza, Kimball, and Sykes) or unaympathetic "participant observers" (such as Bloom, Smith, and Wilshire). Many bring to their observationa distinctly conservative views that are highly critical of major research universities for being bastions of "politically correct" orthodoxies. Such political baggage does not make the observations of these critics dismissible, but it does qualify any claims to objectivity.

The second and seemingly more abjective evidence upon which the incompatibility case rests are a series of antional surveys of the American professoriate con-national surveys of the American professoriate con-ducted in 1969, 1977, 1984, and 1989 by the Carnegie Foundation for the Advancement of Teaching. The must influential analyses of those data have been provkled by Everett Carl Ladd, Jr., and Seymour Martin Lipset in their 1975 book, The Divided Academy: Professors and Politics, and, more recently, by the foundation's president, Ernest L. Boyer, Mr. Ladd's analysis of the 1977 survey of 4,383 respondents, published in 1979 as "The Work Experience of American College Professors: Some Data and an Argument" (Current

Issues in Higher Education, 1979), unticipated many of issues in riguer Emication, 1979), unicipated manyor Mr. Boyer's conclusions in College: The Undergradu-ate Experience in America in 1987 and in Scholarship Reconsidered: Priorities of the Professoriate in 1990

Their principal conclusions are similar in substance and sweep: Few faculty members nationwide actively engage in scholarly research or ever publish anything many who do publish are in some measure coereed in it by tenure requirements; and most faculty members prefer in concentrate their energies on teaching, not research, and helieve that teaching effectiveness, not publication, should be the primary criterion for promo-

OWEVER IMPRESSIVE in its mass and careful in its presentation, the statistical evidence they muster to support these conclusions does not lead inevitably to them. A case in point: The often-linked stutistics about faculty publishing patterns—55 per cent have never published a book, 22 per cent have never published in a professional journal, and almost 30 per cent "are not now engaged in scholarly research that will lend to publication"—do not require the often-inferred conclusion that most faculty members don't ever publish anything.

For these statistics to be argument clinchers, much disaggregation is necessary. For example, relatively few science-faculty members, even those most active in research, publish books. Yet science-faculty members made up a quarter of the Curnegic samples. Similarly, even faculty members who become prolific publishers need some time beyond completing their Ph.D.'s to reach print. Yet almost 40 per cent of sil faculty members in the 1984 sample did not have Ph.D.'s in hand. Among liberal-arts-college faculty members, the figure was 50 per cent,

To borrow a phrase from the incomputibilists' favorite professor, William James, the compatibility of teaching and research remains a "live question." My own rescureh into the scholurly activities of faculty members at two dozen selective liberal-arts colleges supports the canclusion that, at those iostitutions at least, the marriage of teaching and rescurch is alive and well. Although the precise nature of the relationship varies from campus to campus, all have faculty re-searchers and "scribblers"—in numbers, in a variety of disciplinea, across generations—who are attending effectively and energetically to their teaching.

Moreover, support exists for the cheering notion that

faculty members who maintain rescureh and publishing agendas are more likely to remain effective teachers. Senior professors whn were identified by external reviewers as being among a college's most active scholars also were more likely to be runked among the most effective teachers than were senior professors with little or no scholarly record. (The ratings of teaching were made by deans who had not seen the rankings of scholarly productivity.)

To be sure, my research focuses on selective liberalarts colleges, not on research or doctorate-granting universities or on less-selective four-year institutions. But given the traditional emphasis that selective liberal-arts colleges have placed on undergraduate teaching. their unmatched record in producing graduates who go on to become academics, and their recent success in attracting and retaining active scholars, these institutions are precisely where we need to look. For if faculty members in sufficient numbers are both effective teachers and productive scholars on these campuses. there would seem to be no inherent incompatibility in the teaching-research relationship.

Until we find conclusive evidence of incompatibility, we may regard recent reports of the permanent estrangement between teaching and research as premature, as localized phenomena, as the wishful thinking of administrators uncomfortable with ambiguity, or as jeremiads, well intended but wrong-headed.

Robert A. McCaughey is professor of history and dean of the faculty at Barnard College.



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"Many of my students know more about President Bush via Dana Carvey's 'Saturday Night Live' impersonations than they do from news necounts." munications professor, on TV's affact on politics: B1

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Footnotes

Elvin, Martin Luther King, Jr., and the Civil War are some of the topics that will be explored at the new Center for the Study of the South at the University of North Carolina at Chapel Hill.

The eenter will draw on several scholarly resources at the university, including the library's Southern Historical Collection and the Southern Folklife Collection, Also on the campus are the headquarters of the National Network of State Polls, which collects and indexes

No other institution has as ms ny data basca, manuscripts, and other holdings documenting the region, or ss many faculty members engaged In analysia of the South, says Joh Shelton Reed, interim director of the center. "Sinec anyone who is doing serious scholarship shout the South eventually passes through Chapel Hill, it seemed logical to us to

establish this center here." he says.
The center plans to publish a new journal, Southern Cultures, beginning in 1993. Written for a ral oudience, the journal will Include essays on Southern architectural history and the politics of faith in the South, omong other subjects.
Mr. Reed says the center's

activities will be "complementary to those of the Center for the Study of Sauthern Culture at the University of Mississippi. "Their emphasis is on folklore, anthropology, and literature, especially Faulkner, says Mr. Reed, a professor of sociology who serves on the advisory board for Minaissippi's center. "Ours will be more facused on historical topics, the aocial ences, and policy. I don't ace ua as fishing in the same ponds."

This fall Duke University will hold a seminar on academ freedom and the church.

The two-day conference, which will be structured as a debate on the role of seademic freedom in the teaching of religion, features n cast of top scholars from the university and its divinity school-including Elizabeth A. Clark, professor of religion and the current president of the American Academy of Religion; Stanley Figh, professor of English; and Stanley Hauerwas, professor of theological athles

Plus one guest star: the Rev. Charles B. Curran, a professor of human values at Southern Methodist University, Father Curran, who some years ago tangled with both the Vetican and University of Amarica over his right to dissent from Roman Catholic doctrine in his teaching and research on moral theology, has firsthand experience with the topic of

Sieve Long, director of the tion conter, which is zing the conference, said of the outsider a presence on the panel;
"We didn't want to let the Duke
people off too easy;"

Scholarship

Sociologists Confront Questions About Field's Vitality and Direction

Department closings and cutbacks put members of discipline on their guard

By Ellen K. Coughlin

iscussions about the current health of sociology call to mind the old conundrum about whether the glass is half empty or half full.

One sociologist looks at the profusion of subjects encompassed by his field and sees in it a "peaceful pluralism"; onother sees en unruly collection of "little baronies."

Some take pride in the fact that sociolagy has given birth to many new intellectual fields, such as criminal justice, social work, and aurvey research. Others suggest that the succession of apinoffs may have left the discipline without e clear intellec-

A Few Departmenta Have Glosed

Job liatings in the field in 1991 were down from 1990, but up from five years ago. Enrollments at all levels are way down from the early 1970's, but moving up from the mid-80's. A few departments have elosed; new ones have opened.

Differences such as those are not unusu-

al in any discipline, but questions about its vitality and direction seem to have hit sociology with particular force of late.

Sense of Vulnerability

in the past several years, at least two sociology departments at major universities closed and two others were threatened with serious reductions in force. Although those numbers are small, the skirmishes have left meny sociologists feeling vulnersble and defensive about the field's reputation. Sociology is not where it was in its heyday in the late 1960's and eorly 70's, when annoliments were booming and graduate students were flocking to the field with the hope of solving the world's problems, the department closings have underscored nagging questions about what has become of the discipline and where it is

Still, most sociologists contend that, while the diacipline may be going through a troubled time, or at least a period of selfscrutiny, it is not in real trouble. They point to departments that are strongthose at the Universities of Chicago, Michigan, and Wiaconsin, among them-and to areas of research that are flourishing.

Scholars eite economic sociology and the sociology of eulture, among others, as relatively new oreas of study that are generating excitement. Demography and the study of organizations are long-time strengths of the discipline, and the study of social stratification, traditionally one of its central focuses, has become even more vigorous, sume researchers say, with the new attention in ecademe to issues of race. class, and gender.

Many Report Increasing Demand

Many note that their courses are in inercasing demand, and others that the caliber of their graduate studants is improving. No one believes that sociology is in danger of aelf-destructing.

"There's no question that there are



Rebert J. Gans of Columbie U.: "It'a a competition for acarca mources. The only solution is to have unlimited resources.

problems in the field," says George Ritzer. professor of sociology at the University of Maryland at College Park. "But I don't think they are problems that represent the minent demise or dissolution or decline of sociology."

Shering Up Defenaca

Is 1986, the University of Rochester shat down its sociology department. In 1990, Washington University in Suint Loua followed sult, closing what had once see one of the most prestigious programs in the country. This past year, the acciclosy department at Yole University was restened with a 40-per-cent reduction in ficulty positions. The department at San Diego State University Is in danger of losing seven tenured professors.

Each of those cases has its own particuar story that cannot be generalized to the discipline at large. Rochester's was a very small department; the one at Washington University had had a troubled history. The proposed cutbacks at Yalo were roundly rejected by the faculty end are now indefiallely on hold; Those at San Diego State tre part of a package of budget cuts that threaten the elimination of nine departments and the reduction of some half-doz-

Collectively, however, those incidents have put sociologists on guard. Many bits of evidence point to an increasing awareeas that the discipline needs to shore up is defenses, especially in an era of academic belt tightening: The program at last year's annual meeting of the American Sociological Association included a session on strengthening the position of sociology

departments; this year's meeting, in Pittsburgh this month, will include a late addition to the program, a panel to eunsider the future of sucinlogy in academe. The associntinn has just initiated a program largely intended to improve the visibility of sociological research, especially among policy makers and news neganizations.

Such muves bespeak a sense that sociology, generally thought of as a cure discipline, no longer has the institutional security or the easily perceived intellectual focus that other fields take for granted. While most sociologists are ready with optimistic onswers to quastions about the field's vitallty, they are not surprised to hear the

That Is partly because they have been pondering such issues among themselves for some time.

'All Over the Map'

Over the last few decades, sociology has grown increasingly diffuse. The sociological association has more than 30 sections, ranging from the sociology of aging to methodology to the sociology of sex and gender, the actual number of research apecialties in the field probably goes well beyond that. Such diffusion has caused at least the perception that sociology is "all over the map" and has no centrel focus.

Many sociologiats take a positive view of the breadth of their field, saying it only adds to its liveliness. Others maintain that the diffuseness is simply a product of the field's evolution.

Neil J. Smelser, professor of sociology at the University of California et Berkeley, Cantinued on Following Page



Neil J. Smalsar of Barkaley: "Tho field has navar totally made up its mind whether it wants to be primarity a science or an agent of social reform and criticism.



George Ritzer of the U. of Maryland at College Park: "I don't think there are problems that represent the imminent demise or dissolution or decline of sociology."

'A LITTLE BOURDIEU INDUSTRY'

For French Sociologist's Books, a Flurry of New Translations

the leading social theorists at work today, one name that always crops up is Pierre Bourdieu.

Mr. Bourdieu, professor of sociology et the Collège de Franca, is one of the hottest tickets in the field jual now, due In no smell part to a flurry of recent English transistions of many of his books. Of his dozen or so works now in print in the United States, eight have been published in the last three years.

"There is a little Bourdleu industry afoot," aays Douglas Mitchell, aocialsciences editor et the University of Chicago Presa.

'A Growing Following'

Much of the activity is taking place at Stanford University Press, which has brought out six books by Mr. Bourdieu since 1988 and has at least one more in the works

"He has a growing following among sociologists," says Helen Tertar, humanities editor at the Stanford press.
"Thore's a lot of competition for his





Mr. Bourdieu was not unknown to American acholers before the recent rush to publish him began. He has been one of France's leading acciological researchers for nearly three decades. He helped found the Center for Europeao lology at the School for Advanced Studies in the Social Sciences in Paris in.

He is a prolific author with more than two dozen books to his name and published articles that number in the hun

His first book, The Sociology of Algerio, was published in the United States by Beacon Press in 1962. Two of his key works have been in print in this country since the late 1970's-Outline of a Theory of Practice (Cambridge University Press) and The Inheritors: French Students ond Their Relotion to Culture, Continued on Page A8

Sociologists Confront Questions About Discipline's Vitality

Continued From Preceding Page

explains that, over its history, sociology has moved through successive periods in which one paradigm or vicepoint was relatively predominant—positivism in the 20's and 30's, for example, and functions lism in the 50's. In the 1960's, n number of new or revived approaches-neo-Marxism, microsociology, social psychology-challenged the dominance of any one paradigm. Out of that has grown what Mr. Smelser calls a "peaceful pluralism."

"It's not a vigorous or vicious period of

"A lot of the best sociology

is done outside

traditional sociology

departments. It's not

obvious what the core

is anymore."

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polemics," he says, "but of a generally accepted ideo that there is a voriety of legitinuate opproaches and subjects-a kind of catholicism."

Others, however, see dangers in letting u hundred flowers bloom.

"The field has, in a way, fallen apart into a bunch of little segments that are independent, or semiautonomous," says Richard F. Homilton, professor of sociology and political science of the Ohio State University. "They chart their own directions. ond they can be their own judges as to what constitutes compelling evidence. That means they can become little baronies or principalities.

"To the extent that that hoppens." he adda, "it's no longer on integrated field with agreed-upon standards."

Identity Problems

Adding to the appearance of fragmentation is a long-standing split in the field between those who focus on quantitative or empirical research and those whose work is of a more humanistic bent—although, in the words of Herbert J. Gans, "the quantitative people have always been top dog." While the discipline as a whole lives peaceably enough with that division, it is o source of differing visions of what sociology ought to be, and it has been known to cnuse serious dissension in some depart-

"It's a competition for scarce resources," says Mr. Gans, professor of soclology at Columbia University, "The only solution is to have unlimited resources.

The diffusencss of the discipline has led some outsiders to wonder whether sociology any longer has a discernible intellectual

"A lot of the best sociology is done outside traditional sociology departments," says Brion J. Thompson, provont at the University of Rochester, "It's not obvious what the core is anymore,"

Sociologisto mostly bristle of such a sugsestion, but many acknowledge that the field does have an identity problem, arising, to a degree, out of the nature of sociol-

Sociology was the last of the social sciences to become institutionalized, with separate departments, an association and scholarly journals of its own, says Mr. Smelser of Berkeley. As a result, he says, "It has always looked toward what spaces on the map it could fit into."

What's more, he adds, "the field has

wants to be primarily a science or an agent of sucial reform and criticism.

Whot Is the External Marketi

William Form, a professor of sociology recently retired from Ohio State and a former editor of the American Suciological Review, says sociologists do not have close-enough connections to what he calls an "external market."

"When you look at political science," he says, "it has a niche, a market-it's government. Economics has business Psychology has clinical practice. They have an external, spplied morket. What is the external market for sociology? When you ask, What is its external institutional support and concern and focus? you don't come op with o good snswer."

Some people outside and inside the field ore also asking whether the current generation of sociologists is producing intellectual leaders with the kind of broad influence that the Inte Talcott Porsons, of Horvord University, and a few others like him enjoyed. While sociologists are quick to name lending scholors in the field-James S. Colemna of the University of Chlengo ond Seymour Martin Lipset at George Mason University, omong others—they acknowledge that nowadays most of the field's stars moke their reputations in particular specialties.

"It used to be that, if you were the great theorist, everybody would bow to you,"

says Mr. Form. "The last time that happened was with Parsons."

In fact, some suggest that intellectual leadership in social theory-an area that has the patential for broad impact in the discipline-has shifted from the United States to Europe, to thickers such as Pierre Bourdieu in France, Anthony Giddens in England, and Jürgen Habermas in Germany.

Whatever factors may be contributing to sociology's real or perceived problems, its situation is not so different from that of

"It's not a vigorous or vicious period of polemics, but of a generally accepted idea that there is a variety of legitimate approaches and subjects—a

kind of catholicism."

other social sciences. Political science, anthropology, and psychology nil have a large number of subspecialties. All the sosciences, with the exception of economics, have significant segments of both quantilative and quolitative researchers. A number of geography departments have

closed in recent years; the anthropology only truly central disciplines," Ms. Huber department is among those slated for elimisnys. "Sociology would come about in the nation at San Diego State. The social sci-

Pierre Bourdieu: Flurry of New Translations of French Scholar's Work

Continued From Page A6

written with Jean-Claude Passeron (University of Chicago Press).

Mr. Bourdieu is known for the breadth of his rescoreh. He has done anthropological field work in Algeria and analyzed cultural practices in France; he has studied schools, art museums, photography, and the academic life. His ideos have been influential in onthropology, education, history, literary studies, and philosophy, as well as in sociology. His work is regarded as an unusually successful blend of theory ond empirical research, and of objective and subjective approaches to his top-

He is perhaps best known omong Americon sociologists for developing the concept of "cultural capital"-the idea that social in equality is determined not only by differences in income or economic capital, but also by the relative ease with which one is able to fit into the dominant culture,

Among his key books are Reproduction in Education, Society and Culture, on analysis of the role of schooling in social stratification; Distinction: A Social Critique of the Judgment of Tosic, a close analysis of social and cultural differences among French people; The Logic of Proctice, an outline of his social theories; and Homo Academicus, o critique of French Intellectual life.

A Full Scope of Ideas

"He's one of the two or three greatest sociologists living todoy," says Paul Di-Maggio, professor of sociology at Princeton University. "The question is not so much why he's being translated as, Why all of a sudden?"

Different scholars supply different on-SWere.

Loic J. D. Wacquant, a junior fellow in Harvard University's Society of Pellows, says that, because pieces of Mr. Bourdieu's work have been influential in so many different disciplines, few have been able to appreciate the full scope of his

"Each field has fastened on a specific Bourdieu," he says.

Mr. Wacquant has just published o book with Mr. Bourdicu, An Invitation to Reflexive Sociology (University of Chicago Press), that was written in English ond intended to provide an American audience with an overview of Mr. Bourdieu's work.

Apparently Americans are not the only people in need of such o book; it is being translated into some 10 languages and was o best seller in France when it came out there in Jonuary.

The "little Bourdieu industry" in Amer-

Ican publishing is not likely to wind down anytime soon

ences enjoy comparable levels of research

support (some would say comparably low).

Why, then, the questions about sociolo

Many sociologists suggest it is o problem

of perception. Perhaps becouse of their

own failure in public relotions, they say,

people outside academe lack a firm sense

of what sociology is. Academe has a clear-

er understanding of the field, but, even

come ossociated with politically charged

issues," says Gardner Lindzey, a psychol-

ogist and former director of the Center for

Advanced Study in the Behavioral Sci-

ences. "That does create problems. Some

view sociology os a refuge for the radical

Perceptions aside, some threats to soci-

ology are real. Universities' bodget diffi-

culties will not soon disappear, and many

institutions will be looking for ways to re-

Joon N. Huber, provost at Ohio State

ond a former president of the sociological

association, says that, when it comes to

budget cuts, administrators typically judge

academic departments by their quality, by

student demand for their courses, and by

their "centrality"—the degree to which

the courses they offer ore required of stu-

"Mnth ond English composition ore the

dents majoring in other fields.

Judging Academic Departments

structure their programs.

academic left "

"Sociology has o notural tendency to be-

there, misperceptions can intrude.

According to Mr. Wacquant, Mr. Rourdieu hns at least two works near publication-a massive study, written with o team of researchers in France, of the concept of social suffering; and a book tentatively titled Mule Domination, which grew out of o long essuy he wrote on the subject. He has olso recently finished writing a study of the 19th-century French novelist Gustave

"By my count," says Mr. Wacquant, "lic's published over 300 articles and 25 books. That was when I counted a year and a half ago. By now you can add another two books and 40 articles, probably."

-ELLEN K. COUCHLIN

Recent American Editions of Works by Pierre Bourdieu

ion; A Social Gridgue of the Judgment of Tasta (Harvard University Press,

lemieus (Stanford University Press, 1988)

n Cahan Mproduc Passays Toward is Fladacive Sociology, (Stanford University Press,

ings and Symbolic Power (Helyati University Press, 1963)

The Legic of Friendly's (Signiforation) briefs, 1890)

The Low of Art surposes Art Museums and Their Public, with Alain Derbel and Profileus, Schneider (Statterd University Press, 1981) arterino & Maddalarovi Art. eutrospota (significat University Press, 1890).

The Political Ominiogs of Warrin Hadagaar (Stanford University Press: 1991) Previousible of Linearies, Societies of Calaba, sectors collect, win seem land research (Bage a block that 1860)

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FELLOWSHIPS AND AWARDS

Organization of American

Thirteen resenrchers were hon-

ored at the organization's annual

CHICAGO

Historians

American Academy of Arts

and Sciences CAMBRIDGE, MASS. The academy has onnounced the

winners of its Talcott Parsons Prize for Social Science and its Rumford Prize in science. Each award is given every three or four years.

en every three or four years.

Dantel Ball, Harvard U. temeritus): for
reserch on euttare and social arrueline,
social forcessing, the consequences of
reshacilogical innovation, and the role of
ideas mid-longies.
Georgia Fahes, U. of California at San
Diego: Joseph J. Katz, Argonne National
Laboratory, and Jonnes R. Niards, U. of

Chicago: for research into the process of American Geophysical Union

WASHINGTON

The aoion has announced the eight wioners of its 1992 awards. Stanleier I. Bragineky, U. of California at Los Angeles: for original research and technical leadership in geomagnetism, smespheric electricity, aeronomy, and

clated sciences. Charles S. Cox, Seripps Institution of Oceanography: for significant original contributions to enderstanding physical

Earl Q. Omeseler. American Geophysi cophysics. Ere Kunze, U. of Washington; Oavid G.

Sheek, the Jahns Hopkins U.; and Turry C, Wallece, U. of Arizona: for significant

inces. Lima B. Leopold, U. of California at nthe geophysical aspects of hydrology Afted O. C. Nier, U. of Minnesota: for astanding cont

Crafcord Prize

The Royal Swedish Academy of Sciences has unnounced the winner of the 1992 prize. It curries a \$360,000 award, and is given aunu ally in fields of science not covered by the Nobel Prizes.

Adolf Sellather, Yule 11.: for research in geology and geophysics, especially forwark in interpreting trace firesits.

Glawemeyer Awards

LODISVULLE, KY The University of Louisville has announced the winners of the an-Kestacky industrialist Charles Grawemeyer. Each oward is worth

3150,000.

Alm Cobb, Ar. Charemont Graduate School, and Hemans Daly, World Bust-Per the Cammon Goods: Redirecting the State of the Common Toward Community, the Extension Toward Community, the Extension Community, the Common Toward Community, the Common Toward Common Common Toward Common C

On Presence: Variations and Reflec-ion (Presence: Variations and Reflec-tor (Presence: Variations and Reflec-tor (Presence: Variation (Presence: Variational), 1991; for an important box to religion. (This ward is administered jointly by the Louisville Presbyterian Theologica) Seminary and the University of Louisville.)

ziof Penderschi, Kraków, Polsed:

National Science Foundation

The foundation has announced Winners of its Alan T. Waterman Award, given annually to a oung researcher, and its Vannevar Bush Award, presented periodically for contributions to science and technology significant to the national welfare. Shrinivas K. Kutkarni, Californin Insti-

Rambe Guttbreez, U. of California ut San Diego—When Jeans Cume, the Corn Mothers Went Away: Marriage, Sexuni-ity, and Power in New Mexico, 1500-1846 (Sunford University Press): for an author's first book on some significant phase of American history. tute of Technology: The Waterman Award, far work in radio astronomy, Mr. Kulkarmi will receive up 10 \$500,000 in research support over ihree years. Jurome B. Wlaseur, president emeritus, Mussachtusell's Institute of Technology:

phase of American history.
Danahi Williem Howe, U. uf. California
at Los Angeles... "The Evangelical
Movement and Political Culture in the
William Committee of the Committee of the
City Committee of American History.
(The Lournal of American History.
March 1991) and Newty Muncless, Northwestern U... "The Los Frank Case Reconsidered: Gender and Sexual Politics
in the Making of Reactionary Populism."
The Lournal of American History, Deeember 19911: best scholarly article place in the Journal in the preceding

niendar year. Richard W. Leopold, Northwestern II.: for distinguished service to the OAH as president and as a long-standing mem-

Margaret T. MoFaddan, Yale U.— ' 'America's Boyfriend Who Can't Get a Dnie': Gender, Race, and the Cultural Work of the Jack Senny Progrum, 1932-1946": best essay in American history

American History.

American History.

American History.

J. af Georgia—
Frederich Douglass (W. W. Norton &
Company): most original book on the
coming of the Civil War, the Civil War
years, or the Reconstruction era, with
the exception of works of purely milliary

the exception of works of purely milliary bisdow! Bisdow! No. S. Senne Historien beard Pered Cullery: Compress and Months of the Compress of the Months of the Compress of the Months of the Compress of the Months of the Months

nistory published in the preceding law years.

Rickia Sallegar, City U. of New York—"Wake Up Little Susie: Single Pregnancy and Race in the pre-Race v. Wade Era. 1945-1955": best doctoral dissertation in U. S. women's history.
Richard White, U. of Washington—The
Middle Ground: Indians, Empires, and

Republics in the Great Lakes Region, 1650-1815 Cambridge University Press), and Romain Goldense University Press), and Romain Goldense University Come, the Cent Mothers Went Away. Marriages, Sexaulty, and Power in New Mexico, 1500-1846 (Stanford University Press) to sel book dealing with the bistory of race relations in the United Stutes.

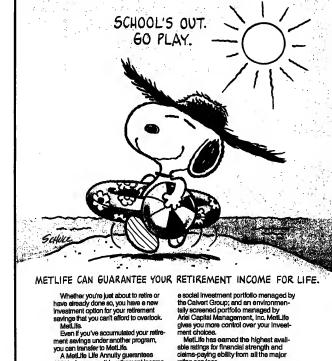
Tyler Prize for **Environmental Achievement**

The University of Southern Californin has announced this year's winners of the annual Tyler Prize The winners will share \$150,000.

The Winners will snare \$150,000.

Pony L. Mondry, Sianford U.: for achievements in environmental engineering that have led to protection of the earth's water resources.

Robart M. Whitu, president, National Academy of Engineering: for leadership in designing institutional mechanisms for monitoring global elimute change.



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INOOPY @ 1958 United Feature Syndicals. Inc.

Terry Caesar writes about the things most academics keep out of print. His collection of rejection letters proves the point. Journal editors have repeatedly turned down his rueful, sometimes bitter, essays on the hypocrisics of academic life.

Several unpublished essays, as well as those that caused a stir when published in Raritan and South Atlantic Quarterly, are included in Mr. Caesar's new book, Conspiring With Forms: Life in Academic Texts, due out next month from the University of Georgia Press.

Mr. Caesar, who teaches English at Clarion University of Pennsylvania, is an outsider who analyzes the practices of a highly professionalized academic world. He evaluates the genres that literary critics ignore, thut nonetheless play a crucinl role in the academic derby: lettera of recommendation, book acknowledgments, job applications. Other essnys deal with his own professional invisibility as a white male and as a professor at a "second-rate university."

When it came to acknowledgments, Mr. Cnesnr hud a problem. He couldn't offer feelgood thank yous when he criticizes them in a chapter of the book. So he settled on this: "In writing this book. I had no support from any agency or foundation. I had no grants, no fellowships. In addition, I hud no released time or research help or funding of any kind from my university. Finally, the subjects of most of my chapters rather necessarily exclude students and more deviously exclude colleagues." He did thank his wife.

Mr. Caesar haa worked up a second collection of academic essays that, he says, is

Hot Type

more biting than the new book. It includes a piece on rejection letters, including his own.

In 1980, Farrar, Straus & Giroux published a book called Of Kennedys and Kings: Making Sense of the Sixties by the former president of Bryn Mawr College. Praised for its dramatic portrait of the era, the book sold some 16,000 copies and went out of print in two years.

Flash forward to 1991 and the special Pennsylvania election for the U.S. Senate. In a surprising upset, Harris Wofford, the former college president, soundly defeated former U.S. Attorney General Dick Thomburgh for the

Shortly after the election, the University of Pittsburgh Press began inquiring about reprint rights to Of Kennedys and Kings, which had never been released in paperback. Farrar, Straus & Giroux eventually sold the rights to Pittsburgh, and the press plans an October

"If the Vice-Presidential nomination had gone his way, we would have had it out overnight," says Peter Oresick, manager of marketing and promotion at the press. Mr. Oresick says the press was interested not only because of Mr. Wofford's new status in the state, but olso because the book "had an enormous reputation as an important document of the

sixties." Even so, many libraries don't have a copy of the book, including the library at Mr. Oresick's own institution.

For the paperback edition, Mr. Wofford plans to write a new afterword, revisiting the era from the vantage point of the 90's. Bill Moyers will write an introduction. The press plans one of its largest press runs ever, between 10,000 and 15,000 copies

Two other Pittsburgh books are in the news this summer. The Battle for Homestead 1880-1892: Politics, Culture, and Steel, by Paul Krause, and "The River Ran Red": Homestead 1892, edited by David P. Demarest, Jr., both mark the 100-year anniversury of one of the country's most violent and dramatic labor strikes.

When the books were released last month during a series of events commemorating the strike, the city was struggling with a two-anda-half-month strike by newspaper drivers that had shut down both The Pittsburgh Press and The Post Gazette. Earlier this year, the city was hit by a bus drivers' strike and by a walkout at a grocery chain, all reinforcing Pittsburgh's image Rs a center of labor wocs.

The timing of the bnoks apparently couldn't have been better, at least for sales. The press reports that its total for July, huoyed by the Homestead books, was double that of June, "It certainly has been fortuitous for us," says Catharine Marshall, editor in chief of the press. "Anybody who wants to understand this region and the collupse of the steel industry really ought to go back and study Honestead."

thatger Publishers; 232 pages; \$49.95).
Considers North American and European cities responses; respectively, to the U.S.-Canada Free Trade Agreement and the prospect of European economic integration.

EDUCATION

In Unite of Reason: Indetasminesy in two districts, and Marmilly, by John A. Epischitz, and Marmilly, by John A. Epischitz, and Marmilly, by John A. Epischitz, and Lies a nocial version of preferal science's "principle of indeter-nation," to soldate part for mobility or indeed planning in moch more as a morrial objection and Orbita: Urban School Re-bert and Faschert Work Gulture, by Centification of Childs Urban School Re-bert and Faschert Work Gulture, by Centification (1998) and 1998 (1998) and

shaped their members' responses to the

reliped the purty recover from its dru-matic defeat in the 1945 election.

ca and Social Order: East Anglia

ENGINKERING

Robots for Shearing Shnap: Shear Mag-la, by Ismes P. Trevelyan (Oxford Uni-versity Press; 320 pages; \$751. Discusses arrearch project that used robots to dearther.

MINISTER WITH

RLB STUDIES

Cases and Soriet Society, 19.3.71984, by Peter Kenez (Combridge University Press: 349, appect; 539, 95 hardcore, 318, 25 paperback I. Analyzes the
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The Hispane Homeland, by Richard L.. Notand (University of Oklahomu Press; 281 pages; \$29.951. Discusses the Richard Community formed by the initial report community formed by the initial Spaint speaking settlers of northern

has to be the control of the control

pages: \$76), 1.lnks concepts in 1925 property legislation to low-reform de-bates of the 19th century. hates of the 19th century.

No-Fauk Divoren: Whal Wenl Wrong?
by Alian M. Purkman tWestview Press;
167 pages; \$24,951. Draws an ecuaomic
theury in a study of the negative impact
of no-fault divorce laws on divarced

LINGUISTICS

LITERATURE

Charles James Fox, by L. G. Mitchell Oxford University Press; 352 pages; 39,59, A hiography of the Eaglish ora-brand Whig polifician who lived from 188 in 1806.

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LITERATURE
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Giles (Cambridge University) Press; 54
pages; 55, 59, 1). Discusses the influence
The Company of th form movement.

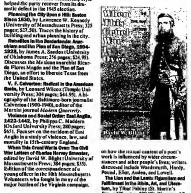
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versity Press; 512 pages; 549.95). Discusses Oerman resisters of hera wase. Curran resisters of hera wase. See seed efforts it farm links with Allied intelligence farces and athers abraul. Land and Powers The Zöneit Resout to Force, 2015-2494, by Antiu Shapirs 2015-2494, by Antiu S Lansdowa (Oxfard University Press: 272 pages; \$591. Explores the interaction of historical, literary, and political ele-ments in Marbio Fallero, Sardanapuhis. and The Two Foscari, three of Byron dramas from the years 1820-1821.

ACritical Reading of the "Selected Po-ema" of T. S. Effol, by Manju Jein (Ox-fard University Press; 272 pages; \$18.95).

\$18,95).

Foucauli and Uberature: Towards a Genealogy of Writing, by Simon During (Routledge, 240 pages, 322, 35) hard-caver, \$21,95 paper back). Topics in-no "minagerative" writing and bis interest in the "genealogy" of the writer-incl-cetual within specific historical processes of social castrol and production. In the Observations of the Writing and Posma and in the Observations of social castrol and production. in the Circumstances: About Peams and Poats, by Peter Rabinson (Oxford Uni-versity Press; 272 pages; \$69). Facuses



on how the textual cantent of a poet's work is influenced by wider circumwork is influenced by wider circum-stances and alther peaple's lives; writers discussed include Wardswurth, Hardy, Pound, Ellot, Audea, and Lowell. The Lion and the Lamb; Figurniam and Fulfillment in the Rible, Art, and Ulera-

Full liment in the dible, Art, and Olera-tum, by Their Jabin y ISt. Murtin's Press: 178 pages: \$39.95). Discusses bib-lied taxts, literary wards, and visual not sin relation to the cancer a folibilital typulogy, or the Old Testament's textual anticipation of the New Testament. Massaulina Landsonpess Watt Whitman

and the Hamoerotte Text, by Byrnc R. S. Fone (Southern Illinois University Press; 320 pages; \$32,50). Describes the American paet's place within a tradition of "homosexual textuality," and shows how homaerotic desire influenced the

how home rotic distric inflaenced the share, cone, and encough of his varia, Manippean Elimenta in Paul Bostroin Theome annight, "by lustr's mit. Merry theor Long Politholing: 152 pages; the share of literary structure of the three write shart staries and the psychological

Planets in Peril: ACritical Study of C. S. Pinnala in Perith Actitudal Study of C. 8. Lendris Ramon Milogg, by Dwid C. Downing (University of Massachusetts Press; 200 pages; 525). Explores auto-biographical and theological subtexts in Journal Fall Study (Press; 200 pages), and That Hideous Strength, three science-fiction nevies knawn, after their mala cheacter, as the Ransam trilogy. Pincas, Pennamis, and Other Perith Pincas, Pennamis, and Other Perith Dynamis S. Gleichty (University of Massachusetts; Press; 235 nose; 501).

oy i namas S. Gladshy (Uaiversity of Massachusettis Pres; 328 pages; \$300. Traces changes in the American literary depictian uf Potes since the (1805; nu-thors discussed include Ne Ison Algren, Isaac Oushevis Singer, William Styron, and Tennessee William;

and tentessee Williams.
The Penustinn Quest, by William C.
Curter New York University Press; 309
pages; \$401. Focuses on how turn-ofthe-century technological ina ovations in
communications and travel in fluenced communications and travel in fluenced the characters and themes of Proust's the characters and the mess of Prova's Remembrance of Hings Past; identidies, for example, links between Proust's
dependent of ligares in action and
photography of Euleview eard Muybridge
The Refoling First Harndins and Other
Hensels of T. S. Ellof's Works, by Laurn
Ellzabeth, Niessen de Abrula (Feiter Lang
Publishing; 188 pages on de Abrula (Feiter Lang
Publishing; 188 pages 355. 591. Topics
include Ellof's attempts to demonstrate

the continued relevance of ancient Greek ethical values.

Samuni Johnson After Deconstruction: Rhatoile and "The Rombler," by Stoves Lynn tSuathern Illinois University Press; 208 pages; \$24.95). Chillenges critics who have described the English writer's casny series The Rambi 17521 os une ven and incoherent

Saves Gothic Dramps, 1789-1825, ed. hed by Jeffrey N. Cox (Ohio University Press; 425 pgc; \$45). Critical edition of works by Juannu Balllie, Matthew Lew-is, and five other Oritish playwrights.

is, und live other Orifish playwrights.
Shinkespaemen Subvemions: The Tri
ster and like Play-feet, by Richard Hill
man (Routledge: 304 pages; \$45). Arg
that Shuhespeare's plays demonstrate
broad concern with disruptive energy broad concern with disruptive energy or aubversiveness; discusses that notion in ion to such theoretical a as the New Historicism, cultural materialism, and Mikhail Bakhtin's concept of

ne "carnivniesque." Studins in the Short Fielien of Minhfouz Studies in the sneet Fieden or mannouz and Idale, by Mona N. Mikhail (New York University Press; 168 pages; \$40). A comparative study of the Egyptisa writers Yusuf Idris (1927-1991) and Na-

A Tradition of Rebuenien: The Prose Poem in English from Wilde to Ashbary, by Margueritte S. Murphy (University of Massachmetts Press; 264 pages; 325). Focases on Gertrude Stein's Tender Kora In Hell, and John Ashbery's Three

MATHEMATICS

Catogories of Cammutative Algebre, by Yves Diers (Oxford University Press; 288 pages; \$79]. Discusses universal constructions and properties is catego-ries of cammutative algebm.

Augustine and the Limits of Virtus, by James Wetzel (Cambridge University Press; 264 pages; 554.951, 8 study of St. Augustine's concept of free will. Oreation sad Abortion: 8 study in Mami and Lagal Philosophy, by F. M. Kamm (Oxford University Press; 240 pages; 529.95 hurdcover, 511.95 paperbuch). Considers the case for the permissibility. of abortion if the feras is granted the

of abortion if the felas is granted the moral standing of a person. The Criterion of Truth, by Ralph Doty (Peter Lung Publishing; 127 pages; \$35.95). Describes the conflict between

NEW SCHOLARLY BOOKS

Compiled by NINA C. AYOUB The following list has been com-pited from information provided by the publishers. Prices and numbers of pages are sometimes approximate. Some publishers offer discounts to scholars and to people who order in bulk.

ANTHROPOLOGY

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ANTIROPOLIDAY

Colonial Spaces Spatiality in the Disoourse of German South West Africa,
ASB4-1515, by J. K. Nover, (I revowd
Asb4-1516, by J. K. Nover, (I re

es in onthropology.

Making Ethnic Cholcan; California's

Making Ethnio Choloan: California's Punjabi Maxioan Amnitana, by Karen Isakon Leonord (Templo University Prose; 33) pages; 344.95]. Discusses changing percepilons of ethnic identity to the commently formed when men from India's Punjab region immigrated from India's Punjab region immigrated and California in the early 20th century animarried women of Mexican descent.

when mattee women of Mexican desce Migration and Health in a Small Socie by The Case of Tekelau, by Albert P. Wesson and others (Oxford University Prosa; 465 pages; \$98). Considers hew migration to an urban acclety affected the lives of Tekelou islander moved in large numbers to New Zealned from 1965 to 1975.

Speaking of Basava: Lingayat Religion and Cultura is South Asia, by K. Jah-

waran (Westview Press; 263 pages; 537.50). Discusses the teachings of the 12th-century southarn Indian religious reformer Baswa, and the beliefs and practices of modern-day adherents of his

movement.
Tassa al Rein; Ethnicity and History in
Central Western Zambis, by Wim van
Olnsbergen (Roulledge; 480 pages;
389.95). Examines lluk between ethaic
lity and ethnahistery among tha Nikoyn

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Wast thu Mick and Teit, the Teitle An English of Teitle Anderson of Teitle A

Make the same of the same RATEGIES FOR SURVIVA

ARY AND ARCHITECTORE

Beptoey Classification, Evolution, and the Na-ture of Biology, by Alec L. Panchen

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BY JAMES A. SANDOS

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'In' Box

For the past 21 months the University of Kentucky has been reaching out to its employees and their families with its Elder

Care program.

Fider Care hetps workers deal with a wide range of problems encountered by sick and elderly parents. It employs two full-time staff members to nuswer questions. do research, and recommend options for housing and eare. University officials predict that

three in ten employees will find lves providing assistance to elder relatives. More than 500 used the program.

Ros Burdon, coordinator of Elder Care, says that the progrem saves employees time and stress, and saves the university money by cutting down on absentee-

For those who sweat over commas and still don't know whee to use "affect" or "effect." relief is just a phone call away.

grammar can anonymusaly call the Braward Community College's gammar holine, operated by four writing consultants at the callege The consultants, who enswer the phones between luloring sessions my they have yel to be stamped. There are 62 other grammer

nes in the United States and Chanda, according to a directory of holines published by Tidewater Community College is Virginia.

The Broward hotlise, opened a litie more than a year ago, received 239 calls in June, mostly front sudents, secretaries, teachers, and doctors. "We doe't know all the answers, but we know where in find them," says wurlene Cole, coordinator of the Institution's writing lab and founder of the

Cuatodiece at the University of Illinois at Urbana-Champaign, lave been participating in a inteaight program that offers classes om 11 p.m. until 1 a.m.

midnight shift, are excased from their duties during those hours. Teachers and computer-assisted astruction help improve workers mathematical akills and their ability to anderstand oral and written nutractions. Math problems might focus on ratios used in mixing chemical solutions familiar to custodians, such as clessing

The participants were tested before entering the program and showed marked progress at the end of its semester. Two participants are king toward high-school equivalency diplomas, and several are taking college courses. Since the program began in 1991, 78

ployees have completed it. A similar program at the University of Massachusetts at Amherst offers afternoon classes designed. designed to help workers with basic

Personal & Professional



Chuek Laag, as testructor at the Southwest Teachers' Academy of Physics conducts an experiment for a group of teachers.

An Intensive Academy Retrains Physics Teachers Ill Prepared for the Complexities of the Discipline

Workshops are designed to help teachers make long-lasting improvements in their instruction

By Julie L. Nicklin

INVING. TEX. II.TON BAILEY WANTS to correct a mistake that he made while teaching his physics attached at J. A. Fair High School over the past eight

Despite having taken numerous college physics courses, Mr. Builcy says he incorreetly thought-and therefore taught-that bar magnets attract and repel each other heeause their ends are electrically charged positively and negatively.

But at the Southwest Teachers' Academy of Physics here at the University of Dallas, Mr. Bailey learned that magaets do not have an electrical charge. lastesd, magnets have poles that are created by currents within the magnets. Like polea repel, and unlike poles attract.

Mr. Bailey was among 88 teachers from Arkansas, New Mexico, Oklahoma, and Texas, who attended the university's intenae, two-week summer academy. Designed to teach such concepts as motion and magnetism to physics teachers who have had little training in the disciplina, the workshop required the teachers to spend up to 12 hours a day listening to lectures, conducting experiments, participating in discussions, and presenting mock lessons.

The academy was one of 18 set up across the country under President Bush's America 2000 plan, which seeks to improve education. Last fall the U.S. Education Department's Fund for Innovation in Education awarded a total of \$7.6-million, largely to colleges and universities to set up the workshops. Each was designed to help

school administrators polish leadership skills or to retrain practicing teachers in mathematics, science, English, history, or geography.

A law extending the Higher Education Act, which was signed by the Presiden last month, could provide as much as \$35million for similar retraining academies.

Some Express Skentielsm

Some aducators and researchers, haw ever, say that retraining workshops do very little to help teachers make long-lasting improvements in their instruction. Others argue that any training helps, and that if a program offers continued support, as the physics academy does, lasting changes can

Educators blame colleges and high schools allke for the dearth of well-trained physics teachers. Colleges, they contend, are sol teaching the discipline effectively to prospective teachers. And most high achools offer only one or two physica they can't afford to hire full-time teachera who have specialized in physica.

As a result, schools usually pull teachers from other disciplines, such as biology, chemistry, and mathematics-or in some cases even English or social studies-to teach physics. A forthcoming report of a survey by the American Institute of Physics in New York will show that slightly over 25 per cent of the aution's 18,300 high-school physics teschers have earned a degree in the discipline.

Teachers who haven't specialized in

physics cannot be expected to teach the subject effectively, says Richard P. Olealek, chairman of the physics depurtment at the University of Dallas.

"Students then see physics as boringand nothing they'd ever want to study," he says. "There's a big tura-off factor." Mr. Olcnick, who serves as director of the academy, has conducted workshops for physics teachers for several years.

He says teachers who are not prepared are reluctant to cover topics they don't understand, are likely to require studenta to simply memorize formulas, and are at risk of presenting wrong information.

'Some Arm Twisting'

Mr. Bailey worried about those problems when his principal at Fair High School in Little Rock, Ark., first asked him to teach physics. At the time, Mr. Bailey, who had majored in geology but was teaching chemistry, refused. After "some arm twisting," he agreed to teach the class. Although he has taken numerous college physics courses since then, Mr. Bailey is still trying to improve the way he teaches.

"We have covered subjects I haven't entirely understood," Mr. Bailey says. "Many times I've felt as though I were just one chapter ahead of the kids."

At the University of Dallas physics academy, two professors and three welltrained physics teachers sought to help participants learn how to make concepts interesting to students by using everyday

Continued on Following Page

An Intensive Academy for Physics Teachers Untrained for the Discipline

Continued From Preceding Page language, experiences, and materials. The academy alsa wunted tu give the physics teachers a chance ta share their classroam problems. Most are the only physics teachers at their high schools and have never had that opportunity.
Toa often, the academy instruc-

tors say, even physics teachers who have been trained in the discipline use paar instruction methods-including long lectures, assigned readings, and formula memarization—that their prafessars had used to instruct them.

"We've done a poor job af teaching physics in callege," says Carl A. Ratter, a professor of physics at West Virginia University and associate director of the academy. prouch and dan't take care to make sure the students are gatting a conceptual understruiding."

Studies of Raller Consters

To help remedy that, participants worked an n range of activities from recarding the neceleratian of roller coasters at a nearby amusement park to working together on experiments on static

The teachers also were coached an how to plan lessons effectively using the Mechanical Universe, a series of videotanes that covers 18 physics concepts including acceleration and velocity. The tapes, which are naw used in about 8,000 Olanick ta give teachers a way to demonstrate concepts visually

When the workshop ended last month, each participant was given a set of tapes and accompanying lesson plans. The cost of the institute and materials was covered by the \$317,398 federal grant, \$10,000 from the university, and \$225 paid by each participant's school.

The academy's approach is just what Paul L. Hertman, who teaches at University High School in



havan't specialized in physica cannot be expected to teach the subject affectively.

Hartman was hired by the school five years ago, he was told he would teach two courses in physical science. Mr. Hartman, who holds n master's degree in horticulture, saya he atill doesn't feel qualified to teach the parts of the courses that deal with physics which he calls his "least-favorite

But the academy has taught him new experiments to catch students' interest. Mr. Hartman, far exemple, may build a huge wire cage for students to use ln an ex-

antside hald a spark ta the wire. her gain new confidence-and thus The experiment shaws that the stu-excitement-because she learned dent inside the cage is nat hurt benew cancepts. She even plans to cause the electrical charge is carried on the outside of the cage. ory of special relativity-a topic she has avoided teaching because Gaining New Confidence

she didn't understand it. The academy also tried to re-"The academy rejuvenated me," Ms. Bordelon says. "I see an charge the teachers' enthusiasm. Sheila T. Bordelan, a teacher at Opportunity to show the students Bunkia (La.) High School, realized students had felt her lack of enthuthat what's in the physica hook siasm when she overheard several

isn't all there is to it." Rebuilding teachers' enthusiasm of them warning others nat to take and inspiring creative lessons were her physics class because it was among the goals of the 17 other periment. In it, ane student would stand inside the cage, while others The academy, she says, helped America 2000 plan. Among the col-

onal-skills courses.

Elliot S. Milstein, dean af the

Washingtan College of Law at

predicted the report would spur

law schools to fill in aignificant

gaps in their teaching, "We need to teach various thearies about as-

pects af clinical practice and then

send students into situations where

leges that designed the workshops, Lesley College worked with English teachers, and the University of Narthern Calorado and Flarida State and Southwest Texas State Universities warked with teachers wha wanted help in geagraphy.

Impact Ouestioned

Despite the enthusiasm af teachers who attended the Dallas workshap, same educators and researchers question how effective shart-term warkshaps, which mo af the academies were, can be in changing a teacher's instruction Mary M. Kennedy, director of the Natianal Center far Research on Teacher Learning in East Lansing. Mich., says that once teachers return to the daily pressures of the classroam, the excitement they felt in the workshap might wane.

"You go to those workshops and get fired up far a time," Ms. Kennedy says, "but whether they can have a long-term impact is ques-

Others, however, say the warkshaps give teachers a chance to discaver new ideas and to realize that other teachers share their probems. "Even a two-week institute can be an impartant place for feed-back," snys Michael Neuschatz, a senior research assuciste with the American Institute af Physics. Sametimes they're as important for recharging a teacher's batteries

Toll-Free Number

Mr. Olenick says teachers who attended the physics academy will make positive long-term changes. with heightened interest, a set of videos, and a toll-free telep number they can use to call Mr. Olenick when they need help. Two times a month, he will also conduct additional sessions for the teachers over satellite link-ups.

"This offers us a base of support we normally wouldn't have." Fair "And it's the students who are going tu benefit. That's the bottam

Time

At Carnegie Mellon University this summer, high-school students are solving mathematics and compute problems that even their instructors have trouble with.

Twenty-eight gifted students are enroffed in a program catled Andrew's Leap. They qualified for admission by completing a group of problems catting for creative insight other than knawledge. In one, the students had to determine what properties make a cube the ideal shape for dice.

The students work on prajects in the university's computer version of the program, the students staff is a contest to design a program to control a simulated robot

engaged in a fight.
Students can solve difficult problems when they don't know the education in the School of Computer Science and the program's director. These young people, he says, come up with solutions innre likely to be found by advanced

Scholars reluctant ta publish inelectronic journals should with for a new publication due out in January,
Called Interpersonal Computing

chnology: Au Electronic Journal for the 21st Century, it will have actworks, library technology, and professional on-line relationships. The articles will follow a format developed by the American Psychological Association and

lave footnotes und hibliographics.

Gerald Phillips, a professor

emeritus of apecch commonication at ansylvania State University whi s working on the new periodical, says h should make the electronic journal "a legitimate outlet" for scholarly work,

The Antivirus Methods Congress wants people who find a "new" computer virus to consult the international directory of viruses before they give it a name. Software publishers sould alsa consult the directory before they create antivirus

programs, the congress says.
The congress, which includes about 200 representatives of academe, corporations, and government, has endorsed a standard method for naming viruses and published a directory with 1,400

rogue programs.

Not only will standard naming mainize wasteful rediscovering of old viruses, but it will also avaid confusion over what commercial virus scanners can and cannot detect," says Richard O. Lafkan, the ongress's president.

For information about the

directory, contact Mr. Lefkon, 609 West 114th Street, New York 10025; (212) 663-2315; AMC@WELLS.SP.CA.US.

Information Technology

Electronic Versions of Public-Domain Texts Draw Praise and Fire

Project Gutenberg aims to distribute a trillion copies of books by 2001

By David L. Wilson



Michael S. Hart: "Material in the nubile damain will truly be

PROJECT GUTENBERG, which aims to distribute a trillion electronic copies from u cullection of 10,000 banks through computer networks by 2001, is either a great idea or a menuce, depending on whum vuu usk.

Sume scholars and librariums are highly critical of the project. They complain that the documents it makes available are flawed, and that the project is not nimed at the needs of ucudeniles, even though thay are the group most likely to have necess to

Its offerings.
Michael S. Hart, who created the projcet, dismisses his critics as clitists wha are uninterested in his basic anal; "I want to muke this muterial available to the vast nujurity of people who will have uccess to the networks by the next century. I'm nut intcrested in distributing things In ways that an obscure scholarly discipline would find uscful, but would be inaccessible to mast

Mr. Hart, wha will become an assistant professor of electronic text at Illinois Benedictine College next month, compares Project Gutenberg to the development of the wheel. "A very simple thing that fundamentally changed the warld," he says.

The praject creates and distributes electronic texts-nanging from Alice's Adventures in Wouderland to data from the 1990 Census-using cumputers. Usually, to avaid convright problems, the project posts nnly texts whose copyright has expired, ar those that have no copyright. "Most of our work is dane with material published a hundred years ago," Mr. Hurt

Mr. Hart runs Gutenberg from his home nenr the University of Illinais at Urhana-Champaign. The project is named for the man who is given credit for developing movable type in the 15th century.

Using dozens of computers, many of which he assembled himself. Mr. Hart keeps in contact with a loose network of peaple all over the world who type their favorite manuscripts on a computer and electronically send him the results. Mr. Hart then includes the manuscripts in the project, allawing anyane to gain access to

them on the Internet, a network of computer networks widely used in academe. For those who don't have access to the internet, he will mall aut a floppy disk containing the material they want for a small fee.

For Mr. Hart, the project is a labor af love. He says he makes enough money us a computer consultant to keep his hardware ninning and pay the phone bill. Some friends at the University of Illinois have given him access to the Internet, allowing him to send and receive documents.

Mr. Hart has no idea how many vulunteers are working for the project, but he guesses a couple of hundred. Indeed, because of the peculiarities of the Internet, he cannot even estimate how many people have anatched copies of the dozens of doeuments that Project Gutenberg has made avallable so far.

Production of the text has been slow, he admits. The project began in 1971 when Mr. Hart was granted access to an enormous mainframe computer operated by friends. "I had \$100-million in computer time, basically unlimited resources, and I spent an hour and 47 minutes trying to figure out how to do \$100-million worth of good with this machine," he says. "I decided to type in the Declaration of Independence and make it available to 100 milion people on the networks."

Volunteer Typists

Undeterred by the fact that perhaps only a few tens af thousands of people were connected to computer networks in 1971, Mr. Hart did indeed type in the Declaration. The machines he was struggling with were primitive by today's atandards. The keyboards didn't even have lower-case let-

Project Gutenberg continues to prepare for the day when desktop computers are as common as telephones. Mr. Hart and a small cadre of others have laboriously typed in whatever atruck their fancy. They spent about five years conving an edition of the works of Shakespeare, which turned Continued on Following Page

ABA Report Criticizes Law Schools for Slighting Clinical Education and Ethical Concerns

By CHRISTOPHER SHEA

هائد من اللفضها

this week is criticizing the nation's law schools far slighting clinical education and ethical concerns.

In a 410-page report, the culmination of a three-year study, the ABA offers a comprehensive examination of the skills and values that it considers necessary for the practice of law and makes numerous recommendations for reforming le-

Recourse the har assaciation accredits law schools, its report is expected to be widely influential.
"This is the first time that such e

comprehensive statement has ever been attempted," said Robert MacCrate, chairman of a special panel that produced the report. "It should be considered a work in progress, a document through which the profession can examine what it is teaching in law schools."

The centerpiece of the report is Lawvering Skills and Professional Values," which was published arately in May. The panel

hopes this extensive catalogue of akills and values—ranging from siregal analysis, to "factual involves the continuum stretching from before law school riegal analysis, to "factual involves to retirement. when the continuum stretching from before law school in and counseling vindicates what the continuum stretching from before law school in the continuum stretching from tigation" ta "counseling"—will, among other things, help prospective law students understand what

skills practicing lawyers need. Among other conclusions in the

Each law school should examine the fields its graduates are entering and tailor its courses accordingly. In most cases, the task force suggests, that will mean strengthening clinical programs that offer students real-world experience and placing more emphasis on basic

aional skills like writing. Bar examinations in each state should include questians that test not only analytic thinking and knowledge of legal doctrine, but also professional skills and a com-

mitment to ethical considerations. a States should require lawyers who are accepted into the bar to update their legal knawledge penodically through coursework. This suggestian underscores the thesis of the task force that legal educa-

a A non-profit corporation, to be called the American Institute for the Practice of Law, shauld be established by the ABA and the American Law Institute to serve as a forum for the debate on the future of iceal education

mendous Implications'

nity in 1991, sa many legal educators who have not yet read the final dacument are nevertheless familiar with its content.

cations," said Donald J. Polden,

Law-school afficials whose institutions emphasize clinical training are especially excited about the report. "The fact that they've come up with a roster of lawyer's skills ments, some officials worry that it

we've been snying for 20 years," said Gary S. Laser, director of clinlcal education at the Chicago-Kent

College of Law. Mr. Laser believes that as much as one-third of a lawschool student's credits should be carned in hands-on clinical or pro-

The ARA circulated drafts of the acument within the legal cammu-

"I think it has tremendaus impliassociate daan at the Drske University Law Schaal. "It may cause peaple to rethink the whole nation of curriculum planning in the law

Some Are Wary Other legal educators were mare wary about curriculum reform. Although the report states explicitly that its findings will not be used as a model for accreditation require-

n blueprint—possibly compelling changes in caurse offerings. Herma Hill Kay, dean of the

Boalt Hall School of Law of the University of California at Berkeley, said: "I think it's useful for the ABA to take a leadership role in this, but whether the suggestions should be implemented across the country or used for accrediting purposes is another story."

Said Stephen Yandel, an asso-American University and a farmer director of clinical programs there, ciate dean at Yale Law Schaol: 'We would resist directives from outside to us as a faculty." He said, however, that Yale recently bolstered its clinical program and that faculty members were debatg issues raised in the report. Many elite inw schools now rely

they can test those theories," he on large law firms to provide their

graduates with practical training. "Schools send their students on to do different things," said Geoffrey R. Stone, dean of the University of Chicago law school. "Our assumption is that atudents will go on to more training after they grad-

医现象性 医皮肤成形的 Documents and Data in the Gutenberg Project

Altce's Adventurea in Wo Bill of Rights Book of Marmon
CA World Factbooks, 1990 and 1991
The Complete Works of Shakaspears
The Declaration of Independence Far From the Medding Crowd The Federallet Papers Heriand The Hunting of the Snark The Life of Frederick Douglass

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Electronic Versions of Texts Draw Praise and Fire

Continued From Preceding Page out to be a waste of time. "There were changes in the copyright luws, so we abandoned that cdition," he soys. Another edition, this one with no active copyright, is

As the number of people connected to computer networks mushroomed, the number of volunteer typists for Project Gutenberg swelled as well.

Last year the project posted a new book each month, almost as many as it had entered in its previous two decades. So for this year, two books a month have been published, giving Mr. Hart hope that his 10,000-volume goal will be achieved by the beginning of the next century.

By then, he speculotes, everyone will be connected to the networks, and everyone will be able to receive copies of the texts. Materisis will he available at a fraction of the cost of paper products. They the networks with gsrbage," says will not have to be rebound or re-

The University of Georgia

hos instolled an electronic-ac-

cess system for its campus

from sharing their meal cards

ic card with code that represents

0 Student's handprint When et

dents purchase o food plan at reg-

istration, they program their med

cards with numbers identifying

that plan and have their hands

"read" by an encoding device.

To enter the dining hall, stu-

dents run their cards through

a slot in a card reader and place

their hands on a special plate.

As long as the eoded card and

the oludent's handprint match,

the turnstile to the dining half

cesa to all dining holls," soys J. Michael Floyd, head of food serv-

ices, "We have to make sure that

the student who purchased the

men! plan is the one who is using

If a student loses a meal card,

For more information, contact

Mr. Ployd, Food Services De-

portment, Snelling Hall, Univer-

sily of Georgia, Athens, Ga.

The medical school at the

University of Florida is devel-

diologists examine images of X-rays on computero in differ-

X-ray films are being digi-

tized and added to a data base

in the school's computer oys-

tem. Aiready-digitized diagnos

-ORVERLY T. WATKINS

oping a system that will let ra-dialogate amount at will let ra-374, Gainesville, Pla.; (904) 395

30602; (404) 542-1256.

the access system guarantees that

no one else can use it, he gays.

"Students hove unlimited ac-

The information is stored in the

card's magnetic strip

The system relies on a magnet-

dining halls to keep student

with friendo

shelved. "Muterial in the public certain stiributes of books-the domain will truly be in the public version, the typeface, the editiondomain," he says, "svailable to everyone, all the time."

Lots of people, however, have expressed their disapproval of Mr.

"There's not a lot of little old ladies reading these

on laptops on the beach. His merketpiace is

scholars, and will remain so for some time."

Hart's dream. Many of them sre librarians.

No librarians wished to be quoted for this article, but they had no trouble expressing their feelings when promised anonymity. "It's trash," says one. "He's polluting another. For librarians, they ssy,

most medical schools today are

trying to create electronic sys-

tems that will let doctors move

away from reliance on film for di-

agnosis. However, he says, "we

are one of the few institutions try-

ing to implement this on o clinical

basis, ond we are trying to do it

with what's available in the mar-

Getting the different pieces of

equipment—such as Apple Moc-

intosh, 18M, and Unix-based

computers, scanners, and dato-

storage devices—to talk to each

other is difficult, says Mr. Staab.

ldeally, he says, o health-care

worker should be able to lap a

few computer keys and see an

electronic version of a patient's

X-ray immediately. He says cur-

rent systems are relatively slow.

dioplay the same pictures simul-

toneously in several locations will

let doctors get X-rays on demand.

"Right now, 20 per cent of the

For more information, contact

time when you need to see an X-ray, somebody else has it," he

Mr. Stagb, University of Florida,

Health Science Center, Box J-

0290; B_STAAR@XRAY.HEALTH.-

UFL. 8 OU. - DAVIO L. WILSON

Future teachers at Mariot

College are learning how to in-otruct handlcapped children

in a new program called Elec-tronic Pen Pala.

Forty teacher-education stu-

on apecial education, are corre-

Mr. Staab says being able to

ketpince.

are critical, and Project Gutenberg doesn't offer those things.

Mr. Hart scknowledges the criti-cism. Psrt of the problem is his own doing, he says, noting that he not always diplomatic and tact-

But, he says, part of the opposi-

electronic libraries are s threat lo

tion stems from librarisns' fest tha

their jobs and status. Once, he

soys, he dropped off a computer

disk containing several volumes of

books for o friend to pick up at a

library. The friend wasn't there,

wanted," recalls Mr. Hart

"and every molecule of blood

drained out of her foce. She must

Mr. Hart has done some fence

mending with the library communi-

Middle School, using 18M com-

puters connected over telephone

The goal of the program, says

Janet Stivers, sn sssistant profes-

sor of special education, is "to

give the sixth-to-eighth graders

n opportunity to practice with

The future teschers may osk

the middle-school students to

write s descriptive paragraph on

the computer and let them check

it for spelling, grammar, and punctuation mistskes. Or they

may compose a paragraph with errors and ask the middle-school

students to correct it. Ms. Stivers soys the students correspond for

on average of 15 hours during the

As pen pols, "my students get

sequainted with one individual

handicapped child more closely

and get to know that child's needs," soys Ms. Slivers. "The

enthusiosm of the middle-school

children motivates my students."

She soys the program also

shows her students how they con

Por more Information, contact

Ms. Stivers, Marisi College,

Poughkecpsie, N.Y. 12601-1387;

Students who took courses

on line as part of a pilot program at Northern Ken-

tucky University last spring received better grades and en-

joyed the instruction more

than students who took the

same courses in classrooms,

according to an evaluation of the

-a.r.w.

(914) 575-3000

use technology for instruction.

ing, and my students an expanded

opportunity for field work."

lines by modems

have gone into shock."

TECHNOLOGY UPDATE

■ Access system blocks unauthorized diners

X-rays are digitized and added to data base

Future teachers connect with handicapped

■ Students get boost with on-line instruction

but snother librarian offered to re

Threat to Librariana

easier to get lost in the

"People will find it

ty, arguing that electronic collec-

tronic library will need more help.

not less, than pairons of a tradition-

palm of their hand thon they do in

Library of Congress when it fits in the paim of their hand than they do in the

real building."

the rest building," he says, "Lilsy the disk to his friend, "I said. brorians will become even more 'Just tell him here are those books important."

Other critics charge that Project Gutenberg's offerings are suspect. "It has good will and good intenlions, but sn absence of professionalism, so the end result is problematic," says James J. O'Donnell

For the pilot, 224 students

were divided equally among six

courses in education, business

low, geology, and sociology. Half

received instruction and commu-

nicated with professors on line

using Apple Macintosh comput-

ers with modems. The other holf

tional instruction

the control group, received tradi-

onal instruction.

Almost half of the students us-

ing the computers got A's in their

courses, compared with 30 per

cent of those in the control group.

according to the evoluation, con-

ducted by a marketing-research

company. However, o higher

proportion of students in tradi-

David Joms, the provost, says

he is pleased with the outcome of

the program. "Fifty per cent of

our carollment will be made up of

non-traditional students by the

end of this decade," he suys.

the university can offer course

that are more convenient for

For more information, contact

Mr. Jorns, Administrative Cen-

ter, Northern Kentucky Univer-

sity, Highland Heighls, Ky.

41076; (606) 572-5360. -a.T.w.

■ The 1992 edition of Technol-

ogy and Teacher Education An-

mual is available from the Associ-

ation for the Advancement of Computing in Education, P.O.

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22902; (804) 973-3987; AACE-

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for members and \$45 for others.

Campuing: Integrated Adminis-trative Data Processing in High-

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lishing college and university in-

formation-monagement systems, is ovaliable from the National As-

sociation of College and Univer-aity Business Officers, One Du-

pont Circle, Washington 20036-

1178; (202) 861-2560. It is \$42.95

for members and \$56.95 for oth-

New Directions in Financial

With on-line instruction, he ndds,

tional classes got B's and C's.

"I don't care if people want to usc markup," Mr. Hart says. "I just don't want them to force it on everybody. There should be both pluin-vnnilla electronic text for people with plain-vanills computers, and there should be marked-up copy for those who wont to get into all that stuff.

"Some of these professors think everything should revolve around them," he adds. "My goal is to reach 99 per cent of the people, I can't sacrifice the 99 ner cent for the other I per cent.

Most Usera Are in Academe

Mr. Seaman argues that it io fine for Mr. Hart to say he wants to serve the general public, but he should recognize that most of his users today are those with occess to the Internet, primarily scholars and students. Mr. Seamen says Mr. Hart should pay more atter tion to their interests, "There's not a whole lot of little old ladies resd ing these on laptops on the beach,' he says, "His marketplace is scholars, and will remain so for some

books there is comething only going to happen once. A million years from now, if we're still of Alice in Wonderland floating around on computers. And unless somebody wants to enter them all over again, they'll be based oo our

professor of classical studies at the tions will make librarians even University of Pennsylvaoia and comore important. Patrons of an elecordinator of the Center for Com puter Analysia of Texts there. Mr. O'Donnell suggests that the work al library, he believes, "People will done by the project's volunteers a amateurish and unsupervised and find it essier to get lost in the Liamate brary of Congress when it fits in the that sloppy copics of manuscripts

> Mr. Hart says errors are made in paper books all the time. The difference, he snys, is that when he learns of on error he can correct it instantly, via computer.

could be distributed.

A larger problem, say both Mr. D'Donnell and David M. Scamen. of the Electronic Text Center at the University of Virginia, is that Mr. Hart is uninterested in informing his users of such things as the ed tion of the text that was used for the electronic version. Printed versions of books actually chonge with each printing, they say, so it's important for scholars to know where the text comes from.

'Plain-Vanilia Text'

"You can toke paperback editions of Moby Dick and compare them with each other, and in short order you discover that it sin't all that obviouo just what Maby Dick is," Mr. O'Donnell says.

in addition, he and others say, Mr. Hart is uninterested in using special codes to tell users how the original would have looked on paper. Several other projects oimed at generating electrooic text offer users information about what items are ilnlicized and where the print falls on the page, details that may be critical to a scholar.

Mr. Hart argueo that electronic text that is marked up in that foch. ion requires the reader to have other software to joterpret the morks, and it io not widely ovail-

Eventually, Mr. Hart believes. all of human knowledge will be placed on computers, "Getting the

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lic "pictures" are also being added. Onco in the system, the images con be called up on orverai

Edward V, Staab, chairman of aponding with 40 handicapped the radiology department, sayo students at neorby New Paltz program.

dozen workstations throughout dents, all juniors concentrating

Governora who disappointed their state universities at budget time this year got a chance to reaffirm their collegiate loyalties at the meeting of the National Governora' Association last week. At an elaborate "College Days."

At an elaborate "College Days" party at Princeton University, guests were invited to wear college T-shirts, and most governors gamely showed up in their state flagship's colors. But the party forced some governors into delicate choices,

Missouri Gov. John Ashcroft gradusted from Yule und the University of Chicago, but his T-shirt udvertlsed Miszou (The University of Missouri in Columbin). "I had one that said Mizzou," he said. "I didn't have one that said Yale."

Mississippi Gov. Kirk Fortice wore an Ole Miss jacket, although he graduated from Purdue University. "My wife got out an old Purdue T-shirt and it didn't look very good," he explained.

Iris Campbell, wife of South Curolina Gov. Carroll A. Campbell, Jr., wore a "Clemsolina" shirt, for Clemson und the University of South Carolina. The Governor threw his silegiance solely to the Camecocks of use.

A live band played rock music from the 50's and 60's, including such appropriate filtes as "Leader of the Puck." The decorations echoed the nostalgia them with pompoms, footballs, college banners, and library books. But nowhere was there anything to commemorate the good old drys of protests and building takeovers.

Opponents of the proposed apace atalion complain that the project's advocates have exaggerated claims about the benefits of the project to biomedical research.

Now a new voice has been added to that chorus: that of Bernadine P. Healy, tha director of the National Institutes of Health. Shurtly before the House of

sourity before the House of Representatives voted to continue support for the project, Dr. Healy and Daniel S. Goldin, the Administrator of the National Actionalists and Space a plan that called for the Sugarness to support research on the Sugarness that the Supporters of the space station said that the space station said that the space station was Important for shormfell are research.

But in a letter to Mr. Goldin, Dr. Healy disputed those claims, saying that they created "unrealistic aspectations." She added that it was "too early to determine the truo wilua of space research in contributing to the solution" of health problems.

A spokeswoman for Dr. Healy said the NIH director was not questioning the project. The spokeswoman added: "This is not meant to be a cammentary on the pace station. Dr. Healy is very supportive of the space station,"

Government & Politics



President Bush and Gov. Bill Clinton at a session of an "education summit;" with the nation's governors at U. of Virginia in 1999. The support is do a plan for improving education by 2000.

President's Education Record Draws Praise and Skepticism

College officials agree that Bush got off to a fast start, but disagree over his leadership, goals, and tactics

By Thomas J. DeLoughry

A PRESIDENT BUSH prepared to accept his party's nomination for re-election next week, he declared education to be his No. 1 priority for a second tem. His intent is tu follow up on an education-reform agenda that he hegan after this office in 1989.

While a few educaturs praise his firsttemefforts, many contend that he acconsished little that is worth following up

pished little that is worth following up.
Among the harshest critics of Mr.
Bush's record are some higher-education
taders who say the Bush Administration
is suresponsive to the needs uf their students and institutions.

The President Hoy say, exercised little influence during the lengthy debate over the Higher Education Amendments of 992, the new law that will govern college organs for the next live years. They also outend that his Administration has been to quick to use college issues—such us simply subdaships and debates about stime and neial diversity—to score points with conservation.

Orities and supporters ugree that Mr. Buth got off to a hast shart by convening an suprecedented "education summit." at the University of Virginia with the nation's poreness eight monits ofter tuking affice. Premonths after that, the Administration and the governors had a list of six guals for improving education by 2000.

"Populist Crusade"

A committee of governors and Administration officials has moved forward with a plea to encourage the ereation of national standards in various disciplines, and to administer achievement tests to fourth, eighla, and twelfth graders.

The Administration has supplemented that effort with "America 2000," "populat crusade" that has linked 44 states and 1,500 communities in an effort to refurm America's actions. The strategy calls for communities to embrace the national education goals not to support the creation of an innovative, "break the mold" school in very Congressional district. Teams of re-issarchers have been commissioned to define auch schools, but Congress has not approved they program.

The President also has created a combission to study ways of improving education for Hispanics. And he has renewed an Security order that requires government Reneics to help strengthen historically black-histitutions.

Modesto A. Maidique, president of Flor-

ida International University and a member of a White House panel that advises the President on education, says Mr. Bush deserves a lot of credit for what he has done. "What's impressive to me is that this is the first President who has taken ownership of the education issue," Mr. Maldique says. "Who else ever stand up before and said. 'Education is importunt and I feel responsible, even though I'm responsible for only 5 per cent of the funding."?"

'They Are Making an Impact'

Guadalupe C. Quintunilln, assistant vice-president for academic affilirs at the University of Houston and vice-chairwoman of the President's commission on Hispanic education, agrees that the President's record is salid.

"I believe he has mutivated hundreds and penhaps thousands of people throughout the country to give their time, Inlent, and energy to improving calcuttion," she says.

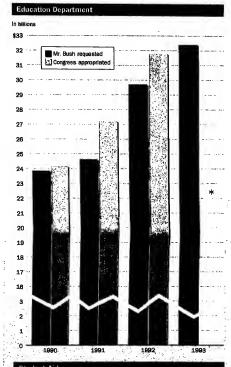
Ms. Quintunilla says communities that have urganized around the America 2000 strategy are keeping students in school and encouraging more of them to nitional color. "Slowly, but very surely, they are uniking un impact on education in this country." she says.

Many others in higher education, however, dismiss the national goals and the America 2000 strategy as long on slogans and short on funds. "It's just not possible for us to be first in the world in math and selence by 2000, no matter what we do," says Jumes O, Freedman, president of Dartmouth College, referring to one of the six goals.

"It's a wonderful thing," he sdds, "but!
Just don't see anything put behind them."
Others who surport President Bush's agenda say he has not pushed it had enough in Congress. "He comes out with great ideas, but then he doesn't fight for them," says Allyson M. Tucker, manager of the Center for Educational Policy at the Heritage Foundation.

Peter P. Smith, denn of education and human development at George Washington University, agrees that the Administration has not worked hard enough to get an education plan through Congress. "I have felt increasingly in the last year that the language has been the right language, the words have been the right words, but I haven't felt a kind of intensity about that issue," he says. "It's like an issue to win Continued on Page A22

Support for Education During the Bush Presidency





CINCINNATI How about a state higher-education policy that gives colleges more autonomy, requires students to earn n "first degree" before enrolling in upper-level college courses, and allocates a lorge portion of a college's budget through incentive and performance owards?

Such a reform probably won't toke place anytime soon. But a "mock bill" containing those provisions was discussed last week at the annual meeting of the Education Commission of the States. Legislators and educators here said the bill reflected the growing interest in radical approaches to solving higher education's problems.

'Piecemeal Alternatives'

1:11

"The idea was to slimolnte debate rather than advocate a solution," said Aims C. McGuinness, director of higher-education policy for the ECS. "The problem is that people come up with piecemeol olternatives. Or they just come up with com-

Connecticut State Rep. Nsomi K. Cohen agreed that changes in higher-education governance are necessary. But she cautioned against "throwing the baby out with the bath water."

"There are good things happening, ond it's a mistake not to acknowledge that," she said

The mock legislation, discussed by a panel of state legislators here, would eatab lish o Postaecondary Education Services Corporation in place of separate systems for public research universities, four-year colleges, and two-year colleges. Four commissions-on stondards; student financing; college and university financing; and research, technology, and service-would carry out the corporation's functions.

Mr. McGuinness's bill also included accountability measures that would give each atate campus more autonomy through a board of trustees. To receive stote support, each campus would have to report onnually to the public on its performance

revenues for education.

Miasouri votera overwhelmingly

approved a constitutional amend

ment last week to earmark lottery

Starting next July, the \$65- to \$70-

million raised onnually by the lottery

will be spent solely on elementary, sec-

ondary, and postsecondary education.

The money now goes to the state for

general use, nithough many residents

had expected it to help finance educa-

tion because of suggestions made when

The General Assembly voted to put

the amendment on the ballot this year.

It was approved by 77 per cent of the

Charles J. McClain, commissioner of

higher education, said he would wel-

come the earmorked money, but that he

did not expect it to swell his budget. He

said the amendment would not prevent

awmokera from cutting higher-educa-

tion funds by an amount equal to the

money the institutions will gat from the

A federal judge has dealt Michi-

gan's prepald-tultion program an-

-KIT LIVELY

the lottery was first approved.

and how it is spending state money. Additionally, colleges would be eligible for competitive awards to creste programs that address "major public priorities." such as restructuring undergraduate education or strengthening the reward system for good teaching.

Ms. Cohen said any legislation that provided for greater accountability would be valuable. "I believe that with state money comes some degree of responsibility to make sure it is spent in an orderly way," she said. "Obviously, annual reporting is a way to keep track of what you've got, but it doesn't always answer whether what you've got is what you want."

Under the legislation, students would be required to have a state-certified "first degree" before the state would subsidize upper-level college courses. Youths and adults would earn the degree through high schools, colleges, or other institutions by mecting criteria to demonstrate what they should know and be able to do to be effective citizens and employed in a high skills/ high wage economy." Those criteria would be hammered out by the commission on standards, and the degree would be equivalent to the first 60 college credit hours of college.

Standarda Would Be Specified

Institutions awarding the first degree ould enter into agreements with students that would specify the standards the students are to meet, how they would be assessed, and the time in which the degree should be eamed.

"There is growing frustration across the country not only about what students are learning in college, but about the time it's taking them to finish and the lack of progression from secondary school to college," Mr. McGuinness said. "What this tries to dn is address that problem in a way that gets the commitment from the student and o combination of institutions."

Ma. Cohen said the first degree would provide a link between secondary education and college.



Aims C. McGuinness of the Education Commission of the States: "The idea was to stimulate dabate rather than advocate a particular solution.

"There hasn't really been a guod tic hetween high school and cullege, other than u high-school counselor snying, 'We'll shuty you what you can do with your SAT

The legislation would also create an edurand-troining account far each stadent. Through it, a person would accumuinte credits to finonce college education ur jub training or to provide a stipend during an apprenticeship. Credits would begin ac contributing with a state contribution when a student completes the 10th grade, and by other state contributions when students meet their tirst-degree requirement. Contributions also would be made for community service, or on lichalf of a student by an employer, relative, or other spunsor.

STATE NOTES

- Missouri voters agrea to earmark lottery proceeds for education
- Judge says Michigan's prepaid-tuition program can be taxed
- Plan to shut Boston center of U. of Massachusetts protested

other setback by ruling that the Internal Revenue Service can continue to asseas taxes on it.

The program, the Michigan Education Trust, has stopped accepting new participants, in part because of concern about the soundness of the financial projections on which the program is based. One reason for the uncertainty has been an irs requirement that the trust pay taxes. Since the program started in 1986, the trust has paid more than \$29-million in federal income toxes.

The trust has argued that it should be exempt from the taxes because of its ties to the state government, But Federal District Judge Douglas W. Hillman rejected that cantent

Judge Hillman said in his decision that the trust was not parl of the state government because funds from the trust could not be used for any stategovernment expense, but only to pay for the college tuition of participants in the program. -SCOTT JASCHIK

An aggrieved group of Boston munity leaders is urging "Gandhian-type resistance" against a plan to close the downtown center of the University of Massachusetts

The center houses the College of Public and Community Service, which wos created for urban students-many of them adults-to study the liberal arts and urban issues.

The college is to be moved to the university's main campus in Dorchester, otest isaders say the change will make it difficult for adult students who

work full time and have families to atlend evening clusses, especially if they must return to unsafe neighborhoods after durk.

A notice signed by several communileaders accused Mussichusetts Gov. William F. Weld, a Republican, and the university's chancellor, Shorry H. Penney, of "blutunt institutional racism within a developing national pattern. It specifically mentioned planned changes of the City University of New York. Critics say new admissions stondards at CUNY will discriminate against

The notice also said the Governor und chancellor were "contemptuously thumbing their noses at Boston's communities of colur and moliciously pursuing a course of urban abandonment.

The closing was not motivated by racism, said Walter Littell, the universily's associote vice-chancellor for external relations. He said the university would have preferred to keep the downtown center, but that several years of budget cuts bud left it unable to continue operating the center and to spend millions of dollars to make needed re-

Section 2

Angust 12, 1992



End Paper: 'Emul Before the Leus' B40

> Letters to the Editor B2-3

Bulletin Board B4-39



How to Watch a Sound Bite: Students Need to Study Television's Effect on Politics

THIS ELECTION YEAR many fuculty members have wandered. Do my students know who their Senutors and Representatives are? Du they know the principal differences hetween u Republicun and a Democrat? Will they even hother to vote? Cun they find Iruq on o map of the world? Will the democratic experimen survive without an informed and savvy

During our many efforts to educate our students about the complicated processes of Presidential elections, the discussion inevitably turns to television. Articles, books, classroom tirades, faculty-lounge conversations, even programs on TV itself all tend to cover the same familiar territory: Television has turned the democratic process into a three-ring circus. The medium emphasizes style over substance; issues are packaged and sold not in thoughtful political treatises like The Federalist Pupers or Common Sense, but in 30-second commercials like those for M&M's or Nestle's Qulk. American politics hove thoroughly absorbed the idiom of show

Lately, many of these issues have been compressed into o discussion of the "sound bits," those short, processed, easy-to-consume verbal nuggets that appear in news stories, enmmercials, and campaign speeches. The enmplex Issues involved in administering the United States of America, we argue to our students, cannot be reduced to the subatomic,

MTV and "Scsame Street." Politics are bcing delivered to us eight seconds at a time, ond that will never do.

Once we've made our students conscious of this fact, however, have we really made them hetter chizens? What's all the fuss about the sound bite anyway? Socrates spoke in them. So did Confucius and Jesus. Many of the most-often recited lines from poetry are made-for-TV: pithy, short, and eminently quotable. Bortlett's Famillar Quotations is an eocyclopedia of sound bites, and even Strunk and White's The Elements of Style, in o woy, encourages their use when it advocates the short, clear sentence. And is there anyone among us who hasn't sat through a fillbuster at a faculty meeting wishing a colleague would just get to the point, or, to put it another way, speak in sound bites so we can get on with the issue?

I certainly don't think that oil of the complicated tosks of minning the country can be communicated to the electorate in chunks of eight seconds or less. And by relentlessly pointing this out to enough stu-

"Understanding politics on TV goes beyond simply examining candidates' appearances in the news and on commercials."

ally find themselves mannging news operations, heading networks, or running for office will actually try to communicate

UT SIMPLY NAMING and complaining Bobout the sound bite doesn't get us very far. Longer, after all, isn't nec-essarily better, and it isn't the sound bite itself that is bad but the quality of the idea it contains. Some good ones exist-"equal pay for equal work," for example-ond their brevity often means that they are not aubject to differing interpretotions. The 'no new taxes" pledge from George Bush proved hard to wiggle out of with a simple 'What I really meant when I said that was

In many ways, the long-winded speech was o lot easier to understand: You listened to the many ideas expressed, assessed them according to your own values, and voted your conscience. Dragging useful date out of the sound bite or the visual "image blte" is a lot trickier. What exactly was the Democrotic Presidential contendor Paul Tsongas trying to communicate when his campaign scheduled a "photo opportunity" as he worked out in a swimming pool in front of a battery of cameras? What did George Bush, who once was perceived by some as a "wimp," prove by publicly refusing to eat his vegetables? What was going on in a 1984 campaign advertisement for Ronald Rasgan's re-elec-

Continued on Following Page

FRANCE

wsmen don't want to acknowledge

that homophobia underlies their se-

lective moralizing when confronted

with the pictures in our book, some

of which passed muster, of course, in

the famous Cincinnsti Mapplethorpe

enthusiasm in various readers' re-

ports or the bases for individual pub-

ishers' decisions to accent or decline

and scholars alike-should bond to-

gether against the censsrship we

have encountered Should printers

really have the power to decide wha

s appropriate for a reputable pub-

lisher to print? I think editorial deci-

sions must be made by publishers-

In my article "Why Do Academics Continue to Insist on 'Proper' Eng-

lish?" (Opinion, July 1), I referred to standard English as a myth

because there is not one univer-

sally agreed-upon standard, but rath-

er a loosely configured set of ston-

generanhy, sociology, context, style,

and editorial whim that it is futile to

speak of language as if it were a

dard Rnellah." Letters to the Editor.

July 22; "Language, diversity, and proper' English," Letters to the Editor, July 29). To this I reply that it

would be pretantious and conde

scending for me to mimic dialect

writing, on some others have done in

resposse to my piece. And I shoold point out as well that the prose of my

eral layers of Chronicle editors. My

beef, though, is not with standard

English, or atandards of English, bu

The editors also switched the focos

of my essay by changing its original title, which was "Why Can't Non-atasdard English Be Politically Cor-

rect?" This is entirely within their

prerogative, and I, too, worry that

anything tagged politically correct may prompt a knee-jerk response.

article was heavily mass

with linguistic prejudice.

and no one else.

Defending

То тие Волгов:

linguistic diversity

MILLER SISTERS ARE BEING

SWEPT OFF THEIR FEET

Students Need to Understand Television's Effect on Politics

Continued From Preceding Page

tion that showed a man in the woods stunding up to a bear, the dangerous foe in so mnny fables and fairy tales?

Because they need to communicate their messages quickly, television commercials and political sound bites tend to be impregnated with mythically resonant images and archetypes. But becouse they also are ubiquitous and appear in a medium to which most people don't pay careful attention, their effectiveness is often unnoticed, indeed denied, by muny viewers.

The slippery nature of the political commercial and sound bite is u strong orgument for their formal study in the classroom. While defenders of the traditional curriculum often resist required courses about television and other mass media, I con think of few courses more relevant to new voters than those that would teach them the unatomy of the sound bite and how to watch a TV commercial. Careful unpacking of the substantial cultural baggsge carried by the bear, the broccoli, and the bathing suit does not usually go on in the living room, and therefore probably should in the classroom.

While a required mass-media course is hordly standard equipment for an undergraduate degree, universities are giving increasing ottention to medis and politics. Books like Kathleen H. Jamieson's Packaging the Presidency and a number of readily available videotape anthologies of classic political novertisements are showing up on syllabi across the country.

Even newspapers are dedicating an ever-increasing amount of space to stories on candidates' use and manipulation of the media. But understanding politics on TV goes beyond simply examining candidstes sppeorances in the news and on commercials. It's common knowledge that more people get their information about politics from TV than from any other medium. It's also not hard to see that information is shaped and altered by the medium conveying it. The same Presidential debate between John F. Kennedy and Richard M. Nixon in 1960 got a very different response from radio listeners, who heard only the substance of the speeches and rebuttals, than it did from those who saw it on TV Becouse Mr. Nixon had years of experience in debating techniques, he sounded great on the radio; most listeners thought he'd won the debate. On TV, however, his five-o'clock shadow, bad make-up job, light-colored suit, and thinning hair didn't stand a chance against the strikingly telcgenic image of the tanned, athletic Kenne-

T IS ALSO IMPORTANT to remember that people who are watching politics on Tv are also watching game shows, cartoons, commercials, sitcoms, talk shows, and a lot more. Further, armed with remote-control devices, they are often watching all of them at the some time. Simply isolating a televised political event or commercial and atudying it all by itself is not enough. We understand what we see on television not by looking of a single, specific program, but by bringing with os our entire experience of the medium-experience that is likely to include a lot more episodes of "Gilligan's Island" than Presidential debates. After all, the Times Mirror Center for the People and the Press recently reported that one-third of late-night TV viewers under the age of 30 learned about this year's election from TV jokes. Many of my students know more about President Bush via Dana Carvey's "Salurday Night

Live" impersonations than they ds from

Everything we see on TV comes out of the same box, and, in many ways, it all mixes together. When the pslitical process becomes part of the endless stream af programming, it falls into, and becsmes captive to, the rules of the medium as a whale. When we see politics on television, we fit the images into everything else we've seen on Tv, including its morals, myths, values, conventions. The very nature of viewing blurs everything, and the mast obvisus exsmples of that blur-candidates appearing an sitcoms and late-night talk shows, senes stars becoming national political figures (Ronald Reagan, "Love Boat's" Fred Grandy), and comedy producers supplying ideas to election campaigns—serve only as the most striking examples of an sversil trend. Television, a medium dominated by

entertainment, has squeezed politics into

As today's candidates jump from MTV to "Today" is "The Larry King Show," they adjust their presentations according ts the generic formulas, the nudiences, and the styles of each program. A thorough examination of how they are doing this al-Isws us not only to see and to judge their views about a number of groups, but also to test their consistency from appearance

To understand what is happening in those performances, one must know something about the programs' audiences and their expectations of the programs. One must know the shows well enough to see how the candidate is playing to a particular audience and fulfilling its expectations. Mr. Clinton's hip, self-referential "inhaling" jske, told during the appearance in which he played the saxophone for the ysung audience of "The Arsenio Hall Shaw," would never have been told when

The slippery nature of the political commercial and sound bite is a strong argument for their formal study in the classroom."

its own shape. In the process, the candidates, the complex issues, and the difficult choices that elections present have, to a degree, become made-for-TV-simple, entertaining, palotable

When psliticians disseminated their ideas solely through speeches, schools and colleges were teaching numerous courses on rhetoric and public spesking, taking as their subjects not only historical speeches (by Cicero, Lincoln), but fictional ones as well (from Homer, Shakespeare). Students were given a context for the speeches they heard by learning the history of speech making and lenrning about all the votious forms of the medium—the spoken word in which speeches were delivered.

he sppeared on the generically different 'Todsy Show."

Vice President Quayle's atlack on 'Murphy Brown"-in which he said the msin character aet a bsd example for youths by having a child "out of wedlock"-made TV and the values it conveys an issue in the current campaign. But his comments can't be responsibly judged unless we have watched the show and can sssess whether what he says about it is true. We slao need to know the history of TV to ossess whether his claim that the medium is destroying "family values" is

Students today may need to be reminded of the days when the values conveyed in

television shows were different, Classroom viewings of "The Donna Red Show," "Leave It to Beaver," and "Father Knows Best" would reveal that "traditional" fomily values were very med intuct in these programs. Yet the buby boomers who were raised on these shows would go on to make divorce a national pustime. By 1969, before a single diversel II TV series, the number of divorces in this dents would be more likely to ask thenscives whether, if "Murphy Brown's" values are detrimental to families, shouldn't the values conveyed on "Leave It to Beaver" have encouraged families to stsy to gether?

LTHOUGH the values conveyed on television series have not always cuught up with real life, the series cun reinforce certoin stereotypical traits. The celebrations of individualism, free enterprise, mgs-to-riches stories, and "Lone Ranger" justice in hundreds of TV series from "The Beverly Hillbillies" to "The A-Team" nicely trained television audiesces to respond positively to a new TV character, the individualistic, hostage-rescoing billionaire H. Ross Perot. Because Mr. Pe rol fit into well-known, "mayerick" charseter types when he voiced interest in becoming President, some voters might have mude assumptions about him based more on televisiun heroes than on what they actually knew of his own personality and hurneter.

The irony, then, is that the traditional nesdemic complains bitterly shout what television has done to trivislize politics but ot the sume time ridicules the idea of requiring students to take closses analyzing popular TV. The link between television and politics is not going to be broken, Our best defense is to tench students about

Robert Thampson is an associate profes sor in the Newhouse School of Public Canananication at Syracuse University and author of Prime Time, Prime Movers (Little, Brown & Co., 1992).

persun appeared us u principal characterin country alrendy had reached an all-time high. If they knew their TV history, sh

Richard D. Mohr and university bresses

TO THE EDITOR:

OPINION

ever more e

nclude. Their explicitness facilitates

the distinction between whot "is"

and what is "desired" or "should

foundation upon which a atructure.

can, with care and labor

ality, can, with care and labor, be

would represent a major, necessary

component of understanding interna-tional reality. The necessarily inter-

disciplinary struggle to build it repre-

sents an opportunity, not a "failure

of political theory," one which should be welcomed by scholara

rather than designated by scholas-

ALVIN M. SAPERSTEIN

Professor of Physics Wayne State University Detroit

losely approximating re-

Calumbia University Press resalved in 1988 to initiate a series in belian and gay studies. Our editor wate to Richard D. Mohr (University ty of Illinois at Urbana-Champaign). and in January 1989 we reached no agreement to work together on the series "Between Men-Between Wemen: Lesbian and Gay Studies with Mohr as general editor, and ad-vises Eugene Rice (Columbia Uniwrsity), John Boswell (Yale Univarsivi. Claudia Cord (University of sin at Madison), Richard Grees (University of California at Los Angeles), Gilbert H. Herdt (University of Chicago). Berhorn F. on (Harvard University), and Rhonda R. Rivern (Ohio State Uni

Seven books have been nublished in the series so far with Mohr's effecthe and energetic participation until his resignation in September 1991 The editors of the series now are Liflan Faderman (California State University at Presno) and Larry Gross

(University of Pennsylvania).
Is the Point of View "When University Presses Give In to Bins, Acu-denic Principle Will Be Disregarded" (July 15), Professor Mohr cluracterizes the series us u "highwheme cash cow." We reject that dsim, Lillisn Faderman's Odd Girls and Twilight Lovers, an aword-win ming book of broad general interest. has had exceptionally good sales The aim of the series is to publish collianding scholarship; this bas astrated by the excellent reviews of other books in the series, while sales figures have been chorac teristic of books from prominent uninity-press publishers

tioned Columbia's reject fon of Gay Ideas: Outing and Other Controversies, It la wrong to indict thosystem of reviaw followed by uni-

university-press world, I'm inclined to believe that homsphabia affects few decisions made by universitypress editsrs. Now that we at Beacon have accented Mohr's manuscript ever renson, nny manuhuwever, we have esme face to face script. This person's thinking as diswith a much more insidious form of homophsbia-nn unexpected, hid-The only charter that I know of for den, and effective mesns of censurship that could keep this important, controversial, and gruundhreaking

all of our grent university presses is Mr. Mohr has nu right to try to script they should accept, either directly or by public criticism. . . .

It seems to me that Professor Mohr needs to research and learn more nbout freedom and the infrin on our freedom both directly and by innuendo us well us whether pornog raphy is considered un infringement. I will not even venture into the morni side of his art and sex. Perhaps it is better that he learn this by public rejection so that he will really have something to cryhuby nhout.

ing, editurship, and conduct very professional or scholarly. I suppose he will tell me that I have no right to that opinion either.

By now, resders of The Chronicle amiliar with Richard D. Mohr's

DEPARTMENTAL LOUNGE Thank you for not next book.

versity-press publication committee on the grounds cited by Professor Mohr, given the range of backs found be." As in physics, a good theory— though far from "reality" itself—is a coming in Columbia's "Between

JOHN D. MOORE

SOMEWHERE

THE

criticism of university presses for de-

clining his misnuscript, Gay Ideas:

a veteran of 10 vesrs' work in the

book from reaching any nudience at

lisher, asssciate mamber of the As-

sucintion of American University

Presses, and established publisher of

manuscript after reviewing renders

editors, commissioning our own re-

ports, and overseeing substantial

manuscript revisions by the author.

Wayne Koestenbaum, professor of

English at Yale University, called the

book, "truculent, brilliont." James Ssslow, professor of nrt history

need not agree with all Mohr's con-

clusions to feel that one is in the pres-

ence of an original and sophisticated

mind " David Greenhers, professor

of sociology at New York Universi-ty, said, "Mohr shows how a consis-

tent philosophy of Individualism and

respect for human dignity can clarify

today. His arguments cannot be le-

icult issues facing gay American

After we accepted and edited this

book, we submitted it to 25 printers

(including all of our standard suppli-

ers) and were turned down by 24.

Only one printer—a sopplier of

business is not book printing, we will

pay a premium for their services.

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n established press—was nearly pressed not by publishers, but by

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project that contains sexually expilc-it art. So, Goy Ideas—after thorough

vetting by scholars and acceptance

printers who decided to impose their own content restrictions—and preju-

Printers who think nothing of print-

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Outing and Other Controve

RICHARD W. BULLIET

TO THE EOTTOR:

I tou would be (a) proud to com plete a book length manuscript, (b) picosed to anticipate profits from its publication, and (c) very unset at all the rejections along the way. Dog bites man. In Richard D. Mohr's case, the system worked-without implicating tax dollars directly in a project the taxpayer would be unliketo endorse snyway

It takes something I don't possess for him to twist this success story into one more tale of oppression. We should all be so oppressed

NATHAN W. HARTER

То тне Есітов: I am highly incensed at the thought that Richard D. Mulir both states and implies, which is that university presses and their buards do not be the right to publish, or not to publish.

to disseminute scholurly knowledge tell university presses which munu-

I do not consider Mr. Mnhr'a writ-

ROOERT L. WARREN Associate Director
The Johns Hopkins University Press

TO THE EGITOR:

But a title challenging proper English, which is not my intent at all. promotes a different but equally automatic response, the cry that the barbarians will be allowed to destroy the linguistic tressure that is ours. And it deflects the reader's attention from the irony I was pointing to: that we frequently refuse to extend our tolerance of cultural diversity to the aren of language. Indeed, one of my critics confirmed this irony when he acknowledged his grudging use of singular they to avoid what he calls the "sexist (but grammatical) his." while continuing to insist on proper English everywhere else, (His is no more grammstical than they in reference to indefinite antecedents; Although tkey violates a constraint on agreement in number, the generic nssculine his violates an "grammatical" constraint on agree-

ment in gender.) Several critics argue that only socalled standard English can be unambiguous and precise. This, of course, is nonsense All varieties of language, the standord as well as the stiematized, can be ambiguous or un ambiguous, precise or vague. The average administrative memo, my own uded, may have standard subjectverb sgreement and kosher spelling but tends to be verbose and hard to follow, if not altogether mind-numb-

ing.
Others argue that only standard Rather than debating the degree of the work force. It is true, for example, that speech tests have been used nt various times to exclude Jews. Asians, Hispanics, and Afri this work, I think we all-publishers can Americans, among others, from the teaching ranks in this country. Courts tend to hold that discriminstion on the basis of language or accent is legal if it can be shown that communication skills a term that te my mind is unconstitutionally vague, are necessary for a particular job. As o result, teachers often developed an WSNOY J. STROTHMAN overly precise pronunciation that reinforces the stereotype of pedagogue ss language pedant, in general, though, employera intant on discrim inating against workers will do so any way they can. Chonging your lan-guage will only force them to find another reason not to hire or promote

Appropriate usa of language is ultimately dictated not by style books or usage cops, but by contexts. We sll gusge to fit all sorta of changing situa-tions. Gr we resist the social pressure to modify our language. In most cases, we do a little of both. What we must learn to do is examine our lingulatic prejodices in the same way we hove learned to look at our other cultural preconceptions. And we must One of my critics takas me to task learn to enjoy, rather than condemn, for writing in so-called standard Eng-lish ("Debating the 'Myth' of Stan-posal. Dennis Baron

Professor of English and Linguisles
Director of Rhatoric
University of Illinois at Urbana-Champolan

The large volume of letters to the editor of The Chronicle prompts this suggestion: Limit the length, where possible, to 500 words. In the competition for space, abort letters must sometimes be given preference. Lettera may be condensed.

Send them to: Letters to the Editor, The Chronicle of Higher Education, 1255 23rd Street, N.W. Washington 20037. Please include a daytime telephone number

LETTERS TO THE EDITOR

The Cold War and Predictability in Political Science

TO THE EGITOR:

Perhaps the intent of John Lowia Gaddis ("The Cold War's End Dramatizes the Failure of Political Theory," Point of View, July 22) was to kick up some dust rathr than develop a serious critique of a general theory of international relations. To be kind, I will aurmisa that space limitations produced superficial reasoning that approaches being specious. Whatever the cause, the product was hasty, ill informed, and poor-ly titled.

Regarding the dramatic title, a challenge to a methodology developed decades ago by Hans Morgenthau does not constitute the failure of political theory. This is tantamount to saying that questions raised about the evidence of the "big bang" theory of the creation of the onlyerae demonstrate the failure of the totality of the

discipline kaown as physica. It is also difficult for Mr. Gaddia to demonstrate that the interdisciplinary mesh of international relations, foreign stfairs, compar-

provided extensive material that has presented the psssibility of revised geopolitical priorities driven by repested and cumulative economic failure in the former Soviet bloc. . . . Moreover, no serious contribution to the aggregate of International-relations theory has argued that the Soviet Union or, for that matter, the United States of America would exist in its present ethnic, social, or politi-

cal form in perpetuity.

Professor Gaddis, I am sure, did nst mean to attempt to destroy the excellent reputation of Hans Morgenthau, whom he cor-

rectly identifies as a founding fa-thar of international relations. His theory, nearly five decades old, is no more a sign of a failure of international relations than the Gulf war is a sign of the follure of islam. The war and Islam are facts that influence the world in the that unmance the world in the 20th century. The attempt to bring improved predictability to the study of political science, a disciplice that must include in any pre-

nation stote and all polities which may influence it, must begin with simple theories as heuristic building blocks. And, in the history of humankind, we can never overlook the monumental role that an individual can play os a catalyst for historical transformations. Morgenthau's work, therefore, deserves enduring praise for what it started and not pue aniping from the masters of hind-

ght, MILTON T. COLE
Grants and Contracts Administrator
Homewood Research Administration

То тна Вогток:

John Lewis Gaddis exaits the role of traditional historical scholarship above those who would try to emphasize the "science" in political science." He points out that the theorists of international relations falled to predict the demise of the Soviet Union and the end of the cold war with its conreautors, toreign strains, compar-ative politics, international eco-nomics, and geopolitics has not ic, and historical factors of a comitant bipolar world. As one who has contributed to the "theoretical" literature, it is tempting

Where in the "traditional litera these world-shaking events?

interprets the roles of prediction ond idealization in physics-the supposed rola model for much o the theoretical social sciences. He also shortchongea the many polit "include not just theory, observa rative, analogy, parados, irony intuition, imagination, and not least in Importance—style.

The goal of physics and other sciences is onderstanding, no rediction. Prediction is a tool, a vital one to be used wherever an whenever possible, bot it is not all of science. . . . Similarly, it is so true that "theorists in the hard" sciences gave on on" acc true that in modeling reality we make severe idealizations, but the goal is to build upon the model so

Theoretical studies of International relations must leave out much, but they con be rigo

Casso

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THE UNIVERSITY OF AUCKLAND - NEW ZEALAND

LECTURESHIPS SENIOR LECTURESHIP IN WOMEN'S STUDIES

(Two Positions) Vacancy UAC.193

Applications are invited for a Lectureship, and a Lectureship/Senior Lectureship in

The University is introducing an undergraduate programme in Women's Studies willin the Faculty of Arts, comprised of Humanities and Social Science Departments, in 1993. Two first-year papers are to be offered. These are 'Women, Gender and Society', and 'Representing Women: Images and Words'. The new staff members will be involved in teaching these courses and in developing core papers at higher levels for subsequent years.

Applicants should have a PhD degree or equivalent and a strong interest in feminist theory. Teaching experience at university level would be an advantage. A Senior sent would require university teaching experience and a good

Commencing salary will be established within the range NZ\$37,440 - NZ\$49,088 per annum (Leeturer) and NZ\$52,000 - NZ\$60,994 per annum (Senior Lecturer). Closing date: 24 September 1992.

A LECTURESHIP IN ORGANIC CHEMISTRY

Department of Chemistry Vacancy UAC.208

Applications are invited from suitably qualified promis chemists who hold a doctoral qualification and have a strong research record. The Department is keen to appoint a candidate who has experience in one or more areas of organic chemistry, bio-polymers or organic polymers with expertise in NMR spectroscopy although nutstanding candidates in other areas of organic chemistry will also be considered. The appointee will be expected to teach at all levels in the Department.

Commencing salary will be established within the range NZ\$37,440 - NZ\$49,088

Closing dute: 14 October 1992.

A LECTURESHIP IN GEOGRAPHY COASTAL GEOMORPHOLOGY

Department of Geography (Limited-Term Three Years) Vacancy UAC.207

This new position complements existing tenehing and research in coastal scionurphology and management, and reflects a strong growth in undergraduata

Applicants should have an advanced qualification (a PhD or equivalent), and research and teaching interests in coastal geomorphology, preferably with an emphasis on coastal processes. An ability to contribute in other areas of process geomorphology, hydrology or quantitative methods would be an advantage. Commencing salary will be established within the range NZ\$37,440 - NZ\$49,088 per annum.

Closing date: 30 September 1992.

SENIOR LECTURESHIP/ ASSOCIATE-PROFESSORSHIP

Department of Planning School of Architecture Property & Planning Vacancy UAC.209

Applications are invited from suitably qualified and experienced eardidates for appointment to participate in the introduction of a remodelled 4 year Bachelor degree course in 1993. The Department of Planning is the largest and longest stablished in New Zcaland, offering BPlan, MPlan and PhD. It has 12 full or parttime teachers with a wide range of academic and professional experience.

A tentary qualification in urban or regional planning or a related discipline is required. A doctorate and professional qualification in a specialised field is rred. Applicants should also be able to show effective teaching experience, a record of research and significant professional practice.

The Department is particularly seeking applications from people with proven researchor practice experience in environmental planning for sustainable commu-nities; policy development and analysis; or environmental, economic and social assessment. Applicants should have an interest in both undergraduate teaching and supervision of the work of postgraduate studenta. Half-time appointments would

Commencing salary will be established within the range NZ\$37,440 · NZ\$49,088 per annum (Lecturer), NZ\$52,000 - NZ\$60,944 per annum (Senior Lecturer) and NZ\$69,680 - NZ\$75,920 per annum (Associate Professor).

Closing date: 14 October 1992.

POSTDOCTORAL RESEARCH ASSOCIATE

Applied Optics Centre Vacancy UAC.210

The Applied Opties Centre is a joint research institute linking the Department of The Appared Optice Centre is a joint research institute thicking the Department of Physics and Electrical Engineering at the University of Auckland, which performs research and development in various areas. The Centre seeks to appoint a research associate to assist with industry funded research and development, and to contribute to the established research programme in nonlinear fibre optics and laser physics. The position, which is tenable for two years will also involve some limited teaching duties in the Physics Department. Applicants should have a PhD degree in some name of experimental laser physics or optics. Further dealths concerning the position can be obtained from Professor J D Harvey, Physics Department, University of Auckland, Private Bag 92019, Auckland, New Zealand, fax (64) 9 373-7445, einnil:idh@phyvc.sukuni.ac.nz.

Commencing salary will be established at NZ\$37,440 per annum. Two copies of applications, in the form of a detailed CV and including the names and addresses of up to 3 referees, ahould be furwarded to reach the Registrar by

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eitmulste and supervise rejearch in his or her fläid(s) of expertise. The current salary range is \$NZ3/A40 - \$NZ49,085 per annum, with a bar at \$NZ45,48.

NZ 5A48.

The position is available from 1 Docember 1992. It is hoped that the successful applicant will be able to commence duties not later then 1 February 1993.

Purther information is available from the Registrer, University of Olago, P.O. Box 56, Dunedin, New Zealand (Pax (64) (3) 474-1607), with whom applications quoting refarence number A92/58 close on 15 September 1992.

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(Carrying with it Headship of the Department) Department of Paediatrics Vacancy UAC.202

Applications are invited for the Chair in Paediatries which becoverant following the retirement of Professor P D Glackmen.

The Chair carries with it the Headship of the Department for an inhit period of five years, further tenure of the headship normally being reviewed at the end of that time. The Prafessor of Pacidiatries will be responsible for all suspects of the promotion and tendential the processing the proposition of the process of the promotion and tendential the process of the promotion and tendential the processing the will be responsible for all aspects of the promotion and leadership of scaderaic Paediatrics, including clinical Paediatrics, research and raching at all levels. A amximum of 5/10tha clinical service with component/components of the Northern Regional Health Authority under the terms of o joint agreement with the University may be negotiated.

Applicants must hold a medical qualification registrable in New Zealand and a recognised postgraduate qualification in Pacciatrics, and have a strong research record in that field.

Commencing salary will be established within the range NZ\$102,960 -Clasing date: 16 October 1992.

LECTURESHIP/ SENIOR LECTURESHIP (NON-MEDICAL) IN PATHOLOGY

Department of Pathology Vacancy UAC.194

The Department of Puthology has a vacancy for a person experienced in academic pathology. The School of Medicine is expanding its teaching invarious health disciplines and the Pathology Department is participation. plicants are expected to have an appropriate post-grad ton, and a proven record of teaching and research in cell and tissue pathology. Possession of research interests of relevance to the needs of

pubology. Possession of research interests or resevant non-medical health disciplines would be an advantage neing unlary will be established within the range NZ\$37.44fl

Closing date: 30 September 1992.

Elam School of Fine Arts

A CHAIR

Vacancy UAC.201

The Elem School of Art and Design opened in 1890 and in 1930 because put of the University of Aackband. Degree courses have been offered size 1967 and the current roll condition from proximately 180 students, if academic stuff, 4 technical staff and 2 administrative staff.

Pollowing an extensive review of the School it has been agreed that the tasks of first-year students should downlie from 50 to 188 in 1993, and that the note of the School should the to approximately 375 by 1996 with an appropriate intercase in stoff and accommutation. This Chair is o new recorned to response to the recommendations of the Review Count that additional staff be provided.

was assument state the portional real real school of the Applicants should have an advanced degree and have a demonstrated round of satelants achievement or professional achieving in one or more spects of nelevance to Fine Arts. They should have no exord of measured steaching (preferably to a terriary institution of professional practice and administrative experience to an Arts or Arts-related field. Stills in keefanish, communication, and interpersonal relations are olso stated.

Commencing natury will be established within the range NZ\$80,080 - NZ\$94,840 per annum.

Closing date: 23 October 1992.

A LECTURESHIP SEXIOR LECTURESHIP

(Pirst-Year Supervisor) Vacancy UAC.182

tion. Following anextensive review of the School it has a new position. Pollowing an extensive review of the School is has been agreed that the Intake of first-year students should double from 50 to 100 from 1993, and that the roll of the School should rise to approximately 375 by 1996 with an appropriate increase in staff and accommodation.

The successful applicant will be responsible for running the Stadio I programme, the function of which is to introduce students in on range of artisties which comprise studies at Blane, and to Propers students for solvencing. Responsibilities will include solve preficiently in the students of the students of other students of the studen

Applicants must be practising artists or designers qualified by training and experience. They should have an established record of exhibiting or professional practice, and teaching at tertiary level.

Commencing salary will be established within the range NZ\$37,440 - NZ\$49,088 per annum (Lecturer), and NZ\$52,000 - NZ\$60,994 per Closing date: 16 September 1992,

Department of Sociology

TWO LECTURESHIPS IN SOCIOLOGY

Vacancy UAC.181

Applications me invited from women and nen for two newly-estabilistic lectureships in Sociology. Candidates stooil possess advanced qualifications in Sociology (Fib or equivalent), a significant reservats record, and some teaching experience. Applications are sough particularly from candidates with expertise in one or more of the particularly from candidates with caperise in one or more of the following needs accology of gentler, social policy, Admin sociology, accology of Pacific Island societies, it is expected that those appointed to the pacific Company of the Company of the Company of the Company (Zealand Society, Successful condidates will lead undergraduate radior gandates papers in their specialist sense, but also will be expected to each in the hread Sociology programme and should indexe other teaching interests. It is expected that accessful candidates will demonstrate research commissioners in Asia, the Pacific, or New Zealand society. Commencing salary will be established within the range NZ\$37,440

Clasing date: 14 September 1992.

School of Engineering ASSOCIATE-PROFESSORSHIP IN BIOCHEMICAL ENGINEERING

Department of Chemical & Materials Engineering Vacancy UAC.199

This is a new position. The Department uffers an accredited degree in Chevnical and Mindriah Engineering and a second degree in Metalbi-gical and Mariesta Engineering. Currently, the Department's related research retivities inclusin the Following superior of rautier phenomena as apparating nonecesses, high temperature, electrochemical engineering, non-metallic materials processing, but immedie engineering, non-metallic materials processing, but immedies and practice design pulp and paper selence and sectionalogy, and a strong meanth activity in materials engineering. The appointer will be expected in provide leakabelly in Biochemical Engineering in Data Intending and

Candidates are expected to have a strong reputation in a field of Hischemical Fagineoring research and have a higher degree, (PhD or equivalent), in Chemical Engineering or Biochemical Engineering.

Recouse it is a senior appointment, memberalup of an appropriate

Commencing salary will be established within the range NZ\$69,680 NZ\$75,920 per annum.

Closing date; 30 September 1992.

LECTURESHIP IN OPERATIONS RESEARCH

Department of Bogiocering Science

Vacancy UAC.183

The Interests of the Department are in the mathematical and computational modelling of engineering problems and related industrial and business problems. At prosent the two major specialists of the Department are Operations Research and Continuous Mochaniers. The Department of Messagness Science and Information Systems, as eather that the Department of Messagness Science and Information Systems, as eather that a sumber of very successful undergraduate and graduate papers. It has also developed an international research projection, practically in areas of opinization, precluding, exporter potentially and airmation. The Department and international research potential practically in areas of opinization, activating, exporter planning and airmation. The Department and activation of the company of the operations research and applied mestatement of the operations research and applied mestatements and captured in the content of the operations research and applied mestatements are some concerning the department of the operations research and applied mestatements are some concerning that capture in the content of the operations research and applied mestatements are paper for accinct substantials.

Applicants should be suisably qualified with a postg Applicants monitor by seasonal experience in an area of Operations Research. Applicants should also be capable of contributing to under-credusts courses in computational techniques and general engineering

Commencing salary will be established within the range NZ\$37,440 -

Closing date: 28 September 1992.

Department of English

A LECTURESHIP IN ENGLISH LINGUISTICS

Vacancy UAC.190

Applicants should have a PhD degree (or equivolent) and some Applicable and the service of the se

Commencing salary will be established within the range NZ\$37,440 - NZ\$49,088 per annum.

Closing date: 22 September 1992.

A LECTURESHIP IN MODERN LITERATURE DRAMA & THEATRE STUDIES

Vacancy UAC.189

oplicans should have a PhD degree Jor equivalent and sor

The successful candidate will be oble to extend the Department's teaching in aineteenth and twentlotti century darms and/or in thente studies and eomibute to a range of literary courses. Qualifications is American fielde

The ability to contribute to English Department courses in fields additional to those specified may also be an advantage.

Commencing salary will be established within the range NZ537.440 -

Closing date: 22 September 1992.

A LECTURESHIP IN FILM & TELEVISION STUDIES

Vacancy UAC.188

The Department is seeking a well qualified eardfdate with broad interest in both film and television studies.

Applicants should have PhD dogree (or equivalent) and some experience of university teaching. The mbility to contribute to Beglish Department courses in fields additional to thuse specified arey be an advantage.

Commencing salary will be established within the range NZ\$37,440 - NZ\$49,088 reg agreem

Closine date: 22 September 1992.

Department of Anthropology

A CHAIR IN

SOCIAL ANTHROPOLOGY Vacancy UAC.196

Applicants roust have appropriete advanced scademic qualifications and should be experienced university teachers actively engaged in research with a substantial publishing record. Special consideration may be given to candidates with o particular interest in the South Pacific and/or New Zesilend regions.

It is expected that the person appointed will play a leading role in furthering teaching and research within the Department and will con-tinue and develop the circady strong research activities that have been built up over recent years. He or she will be expected to cacourage research and provide leadership in the field of Social Anthropology

Commencing selary will be established within the range NZ\$8D.080 -

Closing date: 30 October 1992.

Purther information, Conditions of Appointment and Method of Applirunner mromanua, Conditions of Appointment and Method of Appli-cadon, should be obtained from the Asalstant Registrar, Academic Appointments, The University of Auckland, Private Bag 92019, Auckland, New Zealand, telephone (64) 9 373-7999, fax (64) 9 373-7454. Please quota relevant Vecancy Number in all correspondence.

To recopies of applications should be forwarded to reach the Registrar by the closing date specified. WA NICOLL REGISTRAR

An Equal Employment Opportunity Employer

1/31



DEPUTY VICE-CHANCELLOR

The person appointed to this new position of Deputy Vice-Chancellor of Lincoln University will have the challenge of assisting the Vice-Chancellor in providing academic leadership in the fastest growing University in New Zealand. Lincoln University has a prestigious history of achievement spanning 113 years and now teaches to doctoral level in the subject areas of commerce, management, primary production and natural resources, science and engineering and social sciences. The student roll currently stands at 3000 EFTS with an expectation of continuing rapid growth. The total staff establishment is approximately 700

As a key member of the Senior Management Team the Deputy Vice-Chancelior will be the Senior Manager responsible to the Vice-Chancellor for the following functions:

- academic planning and co-ordination
- academic initiatives and standards
- management, professional development and appraisal of academic heads of department equal opportunity in education
- deputising for the Vice-Chancellor

The appointee will possess appropriate postgraduate qualifications and be able to demonstrate significant achievements and experience both as an academic (in any discipline) and as a manager at a senior level. Well developed organisational, planning and Interpersonal skills as well as an ability to provide management that facilitates the co-operation of diverse groups in meeting organisational goals is essential. A working knowledge of quality management principles would be an advantage.

When appropriate, the title of Professor of the University will be held while occupying this position. An excellent remuneration package is offered to attract the high calibre of individual required to fill this demanding role. Appointment will be on a three to five

year contract with the possibility of renewal. The University reserves the right to make enquiries of any person regarding any candidate's suitability for appointment, not to make an appointment or to appoint by invitation at any stage.

information on application procedures and further particulars may be obtained from the Personnel Registrar, PO Box 94, Lincoln University, Canterbury, telephone (64)(03) 325-2811, facsimile (64)(03) 325-2965. Confidential enquiries may be made to either the Vice-Chancellor, Professor Bruce Ross, or the Registrar, Alian Sargison, email: sargison@lincoln.ac.nz. Written applications will close on 16

Lincoln University is committed to a policy of equal opportunity in education and employment.

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EMORY BUSINESS S C H O O L

Organization and Management

The Organization and Macagement Area of the Emery Business School is seeking to fill three lecture-track positions this year. Two positions are in the field of Organizational Behavior and Numan Re-source Managemest and one positive is the field of entrepreneurality.

The Emory Business School is an lingual part of Emory University, private institution founded is 1308, which is sincered and Emory University, private institution founded is 1308, which is sincered as a large wood, etc. the sincered in the heart of the Aulter than two populars are. Approximately 9,000 sudents, over half or whom are graduate students, are enrolled at the University. Although relatively small in size. Emory has been consistently rated among the log 25 eadonal universities in recent poils of university pertidents.

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Description of antwenty perificus.

Interested conditions the half has a strong record of a considerable promise for, guality and innovation in susared and testistations from the production of the strong perificus of the production of

School is an Espain Uppersonity, ruttomater action temporys.

Candidates should send a current vita, samples of research and proching activities, a statement of research and lenching interests, and three bears of reference to Professor flobert Draint, Chaft, CodeM Search Charles and Company of the Company

Clark Atlanta University **FACULTY POSITIONS** School of Arts and Sciences

Chair/Associate Professor Speech Communication and Theater Art Strong leadership skills, able to teach general course in Speed Communication, Ph.D. in Communication with relating and teaching expenses in persuasion, cross-cultural and organizational communication.

Assistant Professor

Training and minimum of three years' experience in design and scenery construction. Be able to teach design courses coordinate laboratory shours maintain and supervise theater, CAU-TV equipment and scene should be able to the control of the coordinate laboratory shop. MFA in Theater.

Assistant Professor Department of Mass Media Arts Department or mass messa rate
Training and qualifications to teach courses in writing and reporting, new
editing and newspaper production, Ph.D. in journalism preferred, M.A.
considered, Professional experience in print journalism necessary, univer-

Instructor/Assistant Professor Industry and college-level teaching genetience, aske to teach courses in production and widing for broad-casing and line, media critetion, history and management. Plb., preferred, preferred, preferred, and management. Plb., preferred, preferr

Dr. Gioria James Dr. Gioria James Communication Arts Clerk Atlanta University James P. Brawley Drive et Fair Street, SW Atlanta, GA 30314

Clark Atlania University is an equal opportunity Employer

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University of Otago Te Whare Wananga o Otago

New Zealand LECTURER IN EDUCATION

Applications are invited for the position of Lecturer in the Dynatment of Education. The Department currently includes.

Application are invited for the position of Lecturer in the Dynatment of Education. The Department currently included in the control of Control

Applications quoting reference number A92/49 close with the Registrar and in Loudon un 14 September 1992.

LECTURER OR SENIOR LECTURER IN WOMEN'S STUDIES

Applications on invited for a newly enablished position of Lec-turer or Senior Lecturer in Women's Studies. Applicant ahoust have a stong record of research of the Markov and a subject contribute to know the scacking programmes and a subject contribute to know the scacking programmes and asset to applicant with research interests in New Zealand society.

Note that the scack in the scacking in the University is with research interests in New Zealand society.

Note that the scacking is a scale of the scale of the scacking with research interests in New Zealand society.

Note that the scacking is a scale of the scale of the University is to 1996 and the scale of the scale of the Sealand Sealand is the scacking scale of the scale of the scale of the Sealand Sealand is the scacking the scale of the scale

maissan an active research programme and to contribute to graduate supervision VISAS7,440 - N.2549,088 per annum programme vision visio

Purther particulars are available from the Registrar, University of Otago, P.O. Box 56, Dunedin, New Zealand (Seclaritie (64) (3) 474–1607), with whome applications quoting reference number A92/55 close with the Registrar, on 15 October 1992.

LECTURESHIP IN LINGUISTICS

Applications are invited from anisstiy qualified men and women for a position in Linguistics at the University of Orago. The remediately applicant will be responsible for teaching core courses and phonology as part of the evolving linguistics programme may be provided to the part of the evolving linguistics programme and phonology as part of the evolving linguistics programme and phonology as the part of the evolving linguistics programme and phonological theory would be an elevation of evolving the current salary range is NZSST/A40 = NZS49.088 per anum with a bar at NZSSA/A6.

which a car at N23-20/48.

The position is available from 1 Pebruary 1993, and it is hoped that the successful applicant can assume duties as close as possible to

Applications quoting reference A92/50 close with the Registrar, University of Otago, P.O. Box 56, Dunedin, New Zealand on 21 October 1990

Equal opportunity in employment is University policy.



Department of Management Science & Information Systems School of Commerce & Economics & the Graduate School of Business

LECTURESHIP, SENIOR LECTURESHIP IN INFORMATION TECHNOLOGY

Vacancy UAC.187

The University of Auckland invites applications from qualified Individuals to III a position at the Lecturer or Senior Lecturer level in Information Technology in the Department of Management Science and Information Systems. Preferred weres of specialization for canditates are application of telecommunications in Information systems,

The successful appointee will be expected to teach and do research in The successful appointer will be expected to teach and do research in disformation technology. The technique againments with the internal regulate level at the University's new Tannath' Campus and graduate heal at the City Compan. The appointer must be able to work collabora-thely while at the City Compan. The appointer must be able to work collabora-thely while at the City Compan. The appointer must be able to work collabora-thely while at the City Compan. The appointer must be able to work collabora-tively while the City Compan. The Companies of the City Compa

Computer ocience and telectrical and Electronic Engineering. The successful candidate should have a duscinate in a relevant subject. Teaching and industry apperience are highly desirable. Evidence of research output or research potential is required. Individuals with qualifications below a doctorate will be considered provided that they are the properties of the procession.

Commencing salary will be established within the range NZ\$37,440-NZ\$40,088 per annum (Lecturers), and NZ\$52,1800 - NZ\$60,394 per annum (Senior Lecturem). Closing date: 28 September 1992.

LECTURESHIP/ SENIOR LECTURESHIP IN OPERATIONS RESEARCH

Vacancy UAC.185

The University of Auckland invites applications from qualified indi-tions to fill a position at the Lecturer or Nenior Lecturer Level in Information Systems in the Capaminent of Management Science and Information Systems. Preferred news of specialisation for candidates as Simulation, Scheduling, Inventory or Rent-ides.

as Simulaton, Scheduling, Inventory or Burvicky.

Be successful spointer will be expected to teach and als research in information systems. The successful species to teach and als research in information systems. The successing avolgaments will be at the unique state of remarks (larger smill compare and gandune level at the University); are Prantick (largers and gandune level at the Cay Campus. The appointer mes le subieto work collaborately whith the Dynament and with universities of the Other Chapterstand and with the antivestity which the Cay Campus and Hestificial and Decenvoir Englisters and Hestificial and Decenvoir Englisters and the State of the antivestity such to Compared to the Carlos of the Carl

Computer sectedes and Hacterical and Hacterical properties of the applicant should have a doctorate in a relevant subject. Preferred areas of specialization are systems analysis and dumbase systems. Tooching and industry experience are highly desimble. Problems of mesench output or research parental is required. Individuals with qualifications below a doctorate will be cumblered provided that they are the properties of the properties of the provided that they are the properties of the properti can bring to the programme exceptional teaching or industrial or research experience or potential.

Commencing Salary will be established within the range NZ\$37,440 - NZ\$49,088 per annum (Lecturer), and NZ\$52,000 - NZ\$61,994 per annum (Senior Lecturer).

Closing date: 28 September 1992.

LECTURESHIP/ SENIOR LECTURESHIP IN INFORMATION SYSTEMS

Vacancy UAC.184

The University of Auckland Invites applications from qualified Indi-letters to fill a position at the Lecturer or Senior Lecturer Level In Information Systems in the Department of Management Science and Information Systems.

automation Systems. The accessful appointer will be expected to teach and do research in lationation systems. The teaching assignments will be at the understance of the systems and the systems are stated as the systems are sta

Campaier Science and Electrical and Electronic Engineering. The applicant product have n decisione in a relevant subject. Preferred uses of specialitation are systems analysis and database systems. Exching and inhabity experience are highly destribed. Evidence of subject or insearch potential is required, individuals with prefilters and the preferred preferred in the considered provided that they can be preferred to the considered provided that they are the considered provided that they can be retained appeting and the considered provided that they considered provided that they can be retained appeting and the considered provided that they considered the considered provided that they can provide the considered provided that the considered provided that they considered the considered provided that they can provide the considered provided that the considered provided that the considered that the considered provided that the considered provided the considered that the considered provided that the considered provided the considered that the considered provided that the considered provided that the considered that the considered provided the considered that the considered provided that the considered that the considered provided the considered that the considered provided that the considered that the considered provided the considered that the considered that the considered provided the considered that the considered that the considered provided the considered that the considered provided that the considered that the considered that the considered provided the considered that the consider

Commencing Salary will be established within the range NZ\$37,440-NZ\$49,088 per annum (Lecturer), and NZ\$52,000 - NZ\$60,994 per known (Senior Lecturer).

Closing date: 28 September 1992.

Department of History

A LECTURESHIP IN MODERN EUROPEAN HISTORY

Vacancy UAC.191

The History Department wishes to make an appointment in modern European History. We are looking for applicants with a speciality in either late eighteenth, nineteenth century French history or in twentied century Russian history. The auccessful applicant would be required to control visualism matter). The auccessival applicana would be required to contribute to the first year teaching of twentieth century European history and to develop courses in his or her specialist area at a higher level. Applicants should hove o PhD and some teaching axperience in University level would be an advantage.

Commencing salary will be established within the range NZ\$37,440 - NZ\$49,088 per annum.

Closing date: 23 September 1992.

A LECTURESHIP IN AMERICAN HISTORY

Vacancy UAC.204

The History Department wishes to make on appointment in the area of American history. It is looking for applicants with search experience in the fields of colosied history or the history of the early Republic. Applicants with research experience in the fields of colosied history or the history of the early Republic. Applicants whole how or HDD and exching experience at In University would be an univolvinge. This position is available for a here year term; on appointment may be made for one year, reenvolved for two further years or für three years, subject to negoliation. Stanling date would be said-line 1033. years or far thre mid-June 1993.

Crammencing solary will be established within the range NZ\$37,440 - NZ\$49,088 per aurum.

Closing date: 23 September 1992.

A LECTURESHIP

Vacancy UAC.192

The Deputment has a new position and wishes to appuint in twentieth century New Zenland history from 1 February 1993, We recention reclaimy ever Annahd instory troot I Petruary 1993, We met looking for applicants with research experience in the fields of women's history, labour history are political history. Applicants abundal haven PhD and teaching apertinence at University level would be un advontage. The successful conditions will be expected to contribute to the establing teaching programme in New Zealend bistory and in slevelup new papers on twentieth century New Zealend.

Commencing salary will be established within the range NZ\$37,440 - NZ\$49,088 per minum.

Closing date: 23 September 1992.

Division of Science

ENVIRONMENTAL MANAGEMENT

Tamaki Campus Vacancy UAC.198

To caser for increasing demand for university places in Auxiliard the University has decided to develop in new campus at Tunaki to a site 12 m from the Moli Campus which is done as Auxiliard sci pleasars, and the state of the

The University wishes to appoint endidates who are not only atrong in their own fields but are also interested in developing a new institution and giving it a distinctive character within the University of Auckland

Candidates should pre-forably have a higher Sclosoo degree in Blology, geography or geology, a distinguished research record and relevant experience in covinounceal management. The University jarpspared to consider candidates in other disciplines where they have a strong research background and experience which is particularly relevant to environmental management.

The successful condidate will be responsible for the BSc programms in antivormental management and will be expected to develop research and postgraduate studies as the campus develops. The degree programms will have a strong selectifie one supported by relements concerned with the consmercial and legal sepects of environmental ranagement. The shiftly to listes directively with government spencies and with the industrial and commercial sectors in immortant. The enccessful condidate will be responsible for the BSc programme

Commencing salary will be established within the range NZ\$80,080 - NZ\$99,840 per annum.

Closing date: 30 September 1992.

Department of Mathematics and Statistics

PURE MATHEMATICS

Vacancy UAC.197

Applications are invited for a Chair of Pure Mathemotics. The successful applicant will have an outstanding academic and research background in some transit of the manufacture of th

This position, is one of four established Chairs in the Department of Mathematics and Stotisties, two being in Pure Mathematics and one in each of Applied & Computational Mathematics and satistics. Three other staff hold Personal Clasirs. The Department has rescreen strongth in a number of areas of Pure Mathemotics, including logic, group theor diacrete mathematics, finite geometry, functional analysis, aumniability theory, complex analysis, quasicon formal enalysis, topology and differ

The Department of Mathematics and Statistics at the University of Auckland is the larger Department of the largest University in New Zealand. It last the process of boosting ingraduates sudcat enrolments. The Department has an undergraduate computing laboratory currently being enlarged and has a collection of Onterlobor microcomputers and and has a collection of maciniosh microcomputers and ms. The Pure Mathematles collection of periodicals in the sun worstamms. In ever Matternaties collection of periodicals in the University Library is the best in the country and includes a number of journals obtained by acclunge with the New Zealand Journal of Matti-ematica (formerly known as the Mathematical Chronicle), produced locally in collaboration with the New Zealand Mathematical Society. Commencing salary will be calabilished within the range NZ\$80,080 - NZ\$94.840 per annum.

Closing date: 20 November 1992.

A LECTURESHIP/ SENIOR LECTURESHIP IN TOTAL QUALITY MANAGEMENT

Statistics Unit Vacancy UAC.180

An ideal candidate would have broad experience in consulting and implementation of Total Quality Management (TQM), together with a good teaching record, and research interest in adatalest aspects of TQM. The Department welcomes applicants who have at lasst some of these qualities. Appointing more than one person on a part-time basis is a nowibility.

The successful applicant will be required to undertake research and develop close relationaldps with industry.

Commencing sulary will be established within the range NZ\$37,440 -NZ\$49,088 perannum (Lecturer), and NZ\$52,000 - NZ\$60,994 (Senior

Closing dato: 30 September 1992.

Department of Philosophy A CHAIR IN PHILOSOPHY

Vacancy UAC.195

The University seeks applications from candidates of high academic stonding, who have qualifications, experience and ability to provide strong extendine idenderably within the Department. Beauther States being experienced in University teaching, applicants are expected to be active in research and have a abstrainful record of researcher publications. Candidates about a study the fields of Philosophy whitin which their particular academie and research before that the control of the provider and the state of the provider academic flat of research and the same flat of the provider academic flat of research and research before the flat of research and the same flat of the provider academic f

The Department offers a full range of courses from Baehelors to Doctoral level, with an enrolment opproaching 2000.

Beatdes being experienced in University teaching, applicants are expected to be active in research and have a substantial record of research opplications. Commencing salary will be assabliabed within the range NZ\$80,080 - NZ\$94,840 per agrum.

Closing date: 30 November 1992.



Purther information, Conditions of Appointment and Method of Appli-eation, abould be obtained from the Assistant Registrar, Academic Appointments, The University of Auckland, Private Bag 92019, Anckland, New Zealand, telephone (64) 9 373-7999, fax (64) 9 373-7454. Picase quote relevant Vacaacy Number in nil correspondence.

Three copies of applications should be forwarded to reach the Registrar by the closing date specified. W B NICOLL, REGISTRAR.

An Equal Employment Opportunity Employer

(Tenured)

THE UNIVERSITY

OF QUEENSLAND

Equal opportunity in employment is University policy

The Materialy of Quessiand Gation College is socking to explain a Profusor of Henfenhum to provide scademic and second headers and the second headers and the second headers in the Department of Pinal Production. This is new and challenging pointed within the College following consolidation with The Librarity of Queensiand. The position requires a bread, yet headers with the College following of the friendstant industries! Another the College following the forticulous in Industries! Another the College following the forticulous industries in the English of the College for the College following the Another Section Se

Application must hold qualifications appropriate to the position and demonstrate specific strength in problems the network and addition for fine and regardity production or smartly benchmarks addition for fine and regardity production or smartly benchmarks where the control of the control of the control of the control of the view of foreuthly. It is thirt early policy that all permanent amobient of the accoming and of a Opermanent are slights for appointment to its IE standard, It is expected that the appoints to the Colar with the variable for appointment as Head.

Salary is at the Professorial level (\$A77 900 per annum).

Mahod of application: An original plus three copies of an application and seasons should be forwarded to: The College Register, The University of Queensland Gaton College, Lawes, Queensland, 4343, Australie by 25th September, 1992.

Applicants in the United Kingdom should lodge one further copy with the Appointments Officer, Association of Commonwealth Universities, 36 Jordan Square, London, WCI H OPP by the same data.

Parther information is available by phoning Associate Professor K. Rickert (licad, Department of Plant Production) on (074) 601310 or Miss L. Howells (Assistant Personnel Officer) on (074)

Caremont McKenna College

Organizational or Social Psychologist

Circumott McKenna Collego (CMC) has a tenure irack position at the foliation or early Associate level for an organizational or social psycholo-dry with an interest in leaderthier. The person will pint ask passon psycholo-terior programs and participate in an interdisciplinary program in leaders, department and participate in an interdisciplinary program in leaders, department and participate in an interdisciplinary program in leaders, and the second programs in a second program in leaders in terms in least the second programs in which psy an integral role in the development and eventual administra-tion of the institute.

The candiciate should show evidence of an active research program and draid be willing to engage undergraduate audents in high quality re-search. The textonic food is they ameriser classes including Organizational Psychology, Leadership Theory and Research, and other courses and sem-brain in the candidate's area of interest.

ONC's in independent, highly selective, coeducational, residendal liberal arts college with an emphasis on preparing abudents for leadership positions in government, business, and the professions. CMC is a member of the distribution of the distri

Stlay and benofits are highly competitive. Submit vita, personal atsta-ment copies of relevant publications, and arrange to have three letters of reference sent to Martin M. Chemeta, Chair, Department of Psychology, 830 Chumbia Avenue, Claremoni, CA 917 | 1.642.0. Deadline in Decem-ber 1, 1927, AMEGO.

ns should include the names and addresses of three

Foundation Chair in Horticulture

Department of Plant Production

UNIVERSITY OF WESTERN UNIVERSYDNEY Nepean

Faculty of Humanities and Social Sciences PROFESSOR IN ASIAN STUDIES

(Tenurable) Position No. 145/92

COSMON POS: 145792.

A new position has been created in the Faculty of Humanities and Social Sciences to develop the Asian Studies program at UNY Stypean. A broad Asian Studies approach has been studied in Asian history and Asian cultural studies, while Japanese and Chinese studies (from 1931) form the basis of the Faculty's studies and the studies of the Common Studies (from 1931) form the basis of the Faculty's studies in Integrated with language teaching program. And Studies in Integrated with the Common Studies (from 1931) form the Studies (from 1931) form and tendinces, the estimate studies in Cocilly in common tendinces, the estimate studies, literary studies and history.

The Faculty has recently established a Research centre for intercommonal Studies and is closely associated with the work of the Women's Research Centre.

of our wroten's Research Centre. It is expected that the appointer will be a tributer of high extedemic achievement who can demonstrate a substantial record of success in testing and research. There are a substantial record of success in testing and research province will be expected to extend the scope of the current program, and to develop the undergraduate benome year and only made to the control of the current provinces and the substantial testing the substantial studies program.

The Faculty is particularly interested in receiving applications from persons with teaching and research interests in one or more of the following areas: Asian Flistory; the needia, popular culture or cultural studies in Asia; Asian illutory; at oddes; intercommunal studies or women's studies relating to Asia.

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A salar of \$A7,900 per annum will be offered (Profussorial soviet). Benefits include superannuston, a tudy leave, and austitance toward electation and removal expenses. Forther electation and removal expenses. Forther profuse of the profuse of the

Applications in triplicate stating full personal particulars (including work and home addresses, telephone and firefullenumbers), qualifications and experience should read, Appointments Officer, Human Resources Division, UWS Nepears, PO Box 10, Kingswood, NSW 2747, AUSTR ALIA by 11th September, 1992, Fux No. 61 47 36 0327.

Applicants should also arrange for three referees to submit a report is confidence direct to the Appointments Officer by the closing date.

UWS Nepean reserves the right not to make an appointment

An Equal Opportunity Ecoployee



Santa Cruz County, California ANNOUNCES FACULTY POSITION

We are searching for faculty to join our dedicated community of faculty and staff. We are seading energets, fleathle, innovative individuals who with it to join and grow with one of the most highly-respected community colleges in California.

Commanding e aveaping view of Montersy Bay, Cobrillo College serves a charter district which includes the rich agreement Pajaro Vallay and the vi-bent university community of Senia Cruz. The College is particularly interest-ed in minority applicants winting to help serve our increastingly deverse college-pout-sition.

Tyou are interested in tolning a special community of faculty and stall, please contact the Caladio College Personnel Dept., 6500 Sequal Dr., Aptes, CA 95003; pt08) 479-6217 for further information and required applications.

TENURE TRACK FACULTY POSITION AVAILABLE: I ENUIRE HIVEL PRODUCT F LOST HUM AWALLIBLE: Estended Opportunity Program and Services Director EMPLOYMENT CONTINUERY ON FUNDING AND GOVERNING BOARD APPROVAL AN EQUAL OPPORTUNITY, APPRIMATIVE ACTION EMPLOYER

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JAMES L. KNIGHT PROFESSORSHIP

The School of Communication at the University of Mismi seeks on exceptional scholar for its Knight Chair.

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with the province.

Each candidate should send a complete letter, résumé, a full statement on use of the Chait, and names of al lesst three reterences and other supporting moterais to Pull Stenlie, School of Communication of Co

2020. Applications win organ to be reviewed Uctober 1, 1992.
The University of Mismit is private, nonsectation university within a radianent of 14,000 students. The School of Communication has 1,000 producted and undergraduod students to fee academic programs. The Communication of Mismit Communication is a student of the academic programs.

The University is an equal apportunity, affirmative action employer and encourages applications from minorities and women.

ASSOCIATE OR FULL PROFESSOR/ INFECTIOUS DISEASE EPIDEMIOLOGIST

UNIVERSITY OF MINNESOTA

The Division of Epidemiology, School of Public Health, University of Minnesots, seeks a tull-time tenure-track Associats Professor or featured Full Professor for its infectious Disease Epidemiology program.

Minneson, assists a still-time, source of viscolor relation, university of under Full Professor of the Interface Disease color professor of the Interface Disease still professor of the Interface Disease still professor of the Interface Disease still professor of the Interface o

and doolorel students.

The position is evenished on or shout April 18, 1993, Interested appli-cents should submit a currioulum vites, publications list, and a list of cents should submit a currioulum vites, publications list, and a list of t least there references by December 1, 1992, to Dr. Henry Bleec-burn, or Kettly Ramal, December 1, 1992, School of Public Health, University of Mirmsetots, 1,000 South Second Street, Sulle 300, Mirmsepole, MM 5545-1015.

Please raference job nember 8PH 28.

The University of Minnesota is an equal opportunity educator and amployer

Claremont/McKennaCollege



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INSTRUCTOR OPENINGS

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business. Surgical Technology/Nursieg Instruction To instruct lecture, to and clinical courses in Surgical Technology and flursing. This institut is used in the course in Surgical Technology and flursing. This institut is used in must possess a Pasterio deposit in the flursing current Register flursing licensure; four years' successful that time work experience flursing licensure; four years' successful that time work experience and demonstrated exill in effective written communications.

tions.
Anlichated dala of appointment for these positions is January 4, 1993, Initial annual salary range is \$26,000.556,021 dependent upon education and relaided experience: base of 73 weeks/160 days 450 contact hours per academic year with numerous tings benefits. Deadline for receipt of official WCC application forms is September 30, 1992. Résumés received in ileo of application forms are not acceptable.

able. Interested persons should send completed application forms sinterested to Westitetian Community College, Office of Ituman Resous Assuragement, 4800 E. Horns River Drive, P. O. Son D-1, Am Abbe, H or Should the College of the company application in order to have candidacy considered furtier. The College, through its Affirmative Action goals, is seeking considered with experient line diversity of its facility, staff, and administration. Women and minorities are encouraged to apply.



University of Otago

Te Whare Wananga o Otago New Zealand

CHAIR IN FRENCH LANGUAGE AND LITERATURE

Applications are invited for appointment to the Chair in the Department of French Language and Liberature. The University is seeking an academic with a distinguished record and special experilse than appropriate area of French scholarship. The Chair carries with it like Headaldp of the Department for an initial flowers period.

year period.

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Further information may be obtained from the Secr Association of Commonwealth Universities (Appointments), 36 Gordan Square, London WCLH OFF, or from the Register, P.O. Box 56, Dunedin, New Zoalsand (Feasimale(64))(34%-1667), with whom applications quoting roference number ASZ/31 close an 7 September 1993.

Equal opportunity in employment is University policy.

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CHAIR

Department of Curriculum & Instruction West Virginia University (SEARCH EXTENDED)

Applications and nominations are invited for the position of calespanen of the Department of Curriculum and instruction. College of Islamin Resources and Department of Curriculum and instruction. College of Islamin Resources and Curriculum and Islamin College of Islamin Resources and Curriculum College of Islamin Resources and Curriculum College of Islamin College of Isla

sandard of leadning, research, service, and extormural funding activities with-into Department.

ONALIFICATIONS

Condidates must hold an earned doctorate in a field of teacher education or a related field and warrant opportment at the associate or hill professor level in one of the Department's program reass. Condidates must have at least three years of public school teaching especience and demonstrated expensite in higher education teaching, research, service, and admiristration

APPLICATION PROCEDURE

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This terrate vacid clarify position is a towier-result appointment to be effective terrate vacid cauty position in a towier-result appointment of the
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fact consideration. The sparts will continue until the position in life. Candidenses should submit a letter of application a detailed five and the names,
addresses, and phone numbers of live references to Jeffrey K. Messing, Chair,
Curticulum and marriaction Search committee, no ben's Diffee, 802 After
Hall, College of Human Resources and Education, Vieta: Vriginia University,
Proc Office food 122, Mongrathown, VM 26050-6122.

West Virginia University is an Equal Opportunity, Affirmative Action Employee and strongly encourages nominations and applications of women and minorities.

FORT VALLEY STATE COLLEGE School of Arts and Sciences

An 1890 Land-Grant Institution located in Middle Georgia with a student population of 2400. population of 2400.

DEPARTMENT OF BUSINESS ADMINISTRATION AND ECONOMICS:

Assistant/Associate Professor of Managemont: Ph.D. or DBA in Management ur related field; full time college teaching experience and a strong commitment to teaching excellence, excellent communication and interper-

sonal skills.

Instructor/Analisin Professor of Business Administration: Euroed law te-spect; mil time college teaching experience and a strong commitment to inschring oxcellence, excellent communication and interpersonal skills.

Salays: Cummensorate with qualifications and experience.

Application Deadliner, August 19, 1992.

Position Availation September 1, 1992.

Programs Availables (Epizones I., 1922). Send leiter of application, résumé and ilse names, addresses, and telephone numbers si three references to Dr. Richard Wilson, Head, Department of Business Administration and Lonomies, 1005 Siate Collège Dilve, fort Valley, GA 31030-9032. Cament Federal law requires identification and eligibility verification prior to employment. Only U.S. chizens and allons authorized to work in the United States may be entialoyed.

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0104810188800088808880480848080958880104404040498804 ASSISTANT PROFESSOR

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The Assistant Professor must have a Ph.D. in the study of bloshemistry. This position has an annual salery of 33,000 and e 40 hour work week. Please send resumé, statement of research experience and names of references to:

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OF TASMANIA AUSTRALIA

Applications are juvited for the fallowing position

AT LAUNCESTON

CHAIR OF HUMANITIES

Applications are invited for appointment to the tenured position of Professo of Hamanities.

The Department offers full outergraduate courses in als academic disciplines: Aboriginal Studies, English, Geography, History, Indonestia Language and Philosophy, as well on inter-disciplinary study in the eres of Asian Studies, Espansion into Assiralian Studies is currently being considered.

The successful applicant will have achieved widely recognised distinction in Asian Studies or Asstration Studies, or to one of the disciplines represented to the Department and be accepted to the Department and be accepted to the cher.

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The present professorial salary is \$47,900 p. in addition, Heads of Departments receive a leading of \$% of o stendard professorial salary for the term of their appointment or Head of Department, With lee consent of the University, accelemic staff reay undertake a limited amount of

Applications, quoting the reference number, should give perficuler attestion to the selection criterie and reach the ATSAST Officer, University of Taumanie at Laucesstee, PO Box IIM, Launcestoe, Teamsaia, 7250, Australie by 30 September 1992. They should be enclosed in a previope marked Chair

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FACULTY OPENING IN GERMANY Full lime graduate feaulty position preemity located at our Kapase, Western Germany Regional Center. Earned Doctorate le required. Ex-tensive experience received in eviation operations and eviation related areas such as flight ealety, circraft systems, cirport menagament,

Please subritt a letter of application with salary expectations, resums, a copy of aniwarsity transcripts and a late if three references to: Human Resources Department "F-O, Embry-Fiddle Aeronauties University 600 South Clyde Morrie Birds, Daytons Beach, Florida 22114-3800.

Women and minority group members are encouraged to apply. EOE.

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Carriculum/Supervisions Director of Cur-riculer and Supervision. Position evalidata for The Carries Cousty, Maryland, Osard of Education. Master's degran sed prior school supervisory superplene steured. Salary range \$49,000 to \$55,000, 19.000 stu-dents and \$1 schools in system. See faster of application and released to: Specialist in Professional Personnel, Cylaine County

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Human Resourcea, Beddiobeck Community College District 2000 Marguerite Parkway, Mission Viejo, CA 52692-3699 (714) 582-4860; 24-HOUR JOB LINE; (714) 582-4862

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Tesh computer science courses, REQUIREC! Knowledge of propraming languages such as PASCAL, C, PLI, COSDE, BASCA ASSEMBLY, PLO, 1 computer science or closely refeted areas patients, A.S.D. in computer acience with degree complicited. AS.D. in computer acience with degree complicited areas patients, A.S.D. in computer acience with degree complicited areas patients, computer science, computer refered to the science acience of the communication, computer refered, service acceptancy and date takes management desired.

Rank and salary dependent upon qualifications for this tenure-

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Search Reopened

DEARTH NEOPERCA

The Professional Writing Division is now accepting applications for the senior-level position of Chaipperson. The Chaipperson reports to the Offices of the Dean of Excutty and Curriculum and in a member of the President's Council This is a twelve-remath position.

The Division includes six departments Commercial Arranging, Composition, Film Scoring, Harmony, Juzz Composition and Songwriting. The Division includes six departments of Songwriting, The Division includes a serving were three banderd students excelled in at viviaes majors. The Harmony, Arrangang and Composition departments, additionally offer required courses to all of the Colleges 2400 students, including courses in conducting, counterpoin, traditional harmony, taz/pop harmony, arranging and music behavior.

Chairperson

Reporting to the division chair are six department chairs, two assistant department chairs and a four-person office steff. As a sendor notedon't leader, department chairs and a four-person office steff. As a sendor notedon't leader, legged second largest division. The successful candidate's previous experiences and ongoing activity in the writing profession should enable humber to create the chairs legged demands for writing professionals and relate the constant the chairs legged demands for writing professionals and relate the other legged second to the constant the chair legged demands of the chair legged second to the constant the chair legged second to the

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Berklec College of Music Is a private, four-year institution with an educa-tional mission of practical career preparation in the various styles of today's professional music world. The 300 or more internationally respected faculty work with 2600 students from 75 countries and the U.S.

Please send resume, lines letters of recommendation and any supportive background miterials with letter of application by October 13, 1997, for August 1993 item files gate or sooner if the chease candidate is available. Incomplete applications will not be considered. Women and minorities are accouraged for apply.

Send all materials to Professional Writing Chair Search Committee

LEHIGH UNIVERSITY

Assistant Professors

of

Law & Business



Assistant Researcher University of Hawaii

SCHOOL

PSYCHOLOGISTS

The Department of Psychology are Tennessee State Unwestly annuaces was remare tack point of the Committee of

School of Hotel Administration Faculty Position in the Area of Financial Management

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Qualifications Ph.D. in Fluancini Managemeni, Accounting, or related area is preferred. Rushess cayaviran number armanch must be hospitality or related field is extravely desirable. Must be willing to update continually, ic conduct research, to publish, and in work with a wide vorticy of unriversaduate and graduate stants and faculty members.

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Special Education Faculty Position Spring Semester 1993

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CLARK ATLANTA UNIVERSITY **Department of Computer Science**

Department of Computer Science
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Dr. Razir Warst, Chairman
Department of Computer and Information Science
Clark Atlanta University
Junes P. Brawley Dive at Pair Street, SW
Allanta, Ol 30314

Review of applications will begin immediately and continue until the position is filled. Applications received rifer December 1, 1992 cannot be natured of full consideration. Labigh University in an Equal Opportunity, Aff Cearge A. Nation
Chair, Department of Law and Business
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William Paterson College, on a 250-acre suburban campus 20 nites kom New York Chy, is an according sate college offering 50 undergraculae and graduate programs. WPC is an affirmative activityual opportunity amployer. Applications will be accepted until the position is litted. Please DR. ARIA CHED, Cheir Department of Computer Science WILLIAM PATERSON COLLEGE Drawer DD Wayns, NJ 07470

Primary duties include teaching to established standards counseiting attribute, developing leason plans and evaluating attribute, developing leason plans as evaluating attoribute performance. Qualifications include an associate degree, valid strifame & powerplant licenter, years included leaching experience (PAR 1977 97 years included leaching experience (PAR 1977 97 years included and knowledge of computers, and suppose one are divident communication ability.

Come join usi interested persons should send a letter of application, resume, transcripts and a copy of FAA certificates to:

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FACULTY

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VIRGINIA COMMONWEALTH UNIVERSITY

Vighin Commonweshit University amounces the following faculty and administrative positions. A compre-heative subms public institution caroling searly 20,000 students, the university is composed of incive schools, one college of at a one-inosusual bede inspitul tocered in Richmond, Vigitals.

Unless atherwise cared, appointments are subject to return on application deadline is September 23, 1992. Administrative positions and Medical College of Virginia Caugus faculty positions are 12-month appointments consumering on July 1; Acodemic Caupus faculty positions are for the academic year beginning Inguis 16.

Medical College of Virgials Compan-Birthmond, VA 23398-4099
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A demilled position description and list of desiredirequired qualifications may be obtained by writing the cuntract person at the department; chool and compus address indicated.

Academic Campus—Bichmend, Virginia 2020-001

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School of Mediciae

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Bon 591.

Psychiatry Department: Position available for Academic Psychiatrisi to work in Arabitatory Care Sevices. Duties include pertient cere, excellent, coentrels, and administration in community mental control of the community mental quitred. Application desidinc: October 15, 1992. Send CV to Mark McCornick, M.D., Box 253.

Mark McCon slck, M.D., Box 253. Interp Department: Psychiatric Genetics Program recruiting Ph. D. in genetics, psychology or biotist with concentration in human pages of the psychology of biotist with concentration in human supervise and provide sits, adviced for data salaying suspens of several stallor, will develop sodependost research interests in stretchastic production of the psychology sources and psychology areas to provide the psychology and psychology developed the psychology stretchastic psychology developed the psychology developed the

Surgery Department: Research Assistant. BSN with VA Licensure; critical care nursing exparience, knowledge of citoleal research procedures; master's dagree praiemed or equivalent experi-ence, Contact H. Drvid Reines, Box 475.

Hospital Administration Marsing Services, Associate Director of Nussing Resourch and Development, Administrative Faculty Position, Providen seasons and Administrative Faculty Position, Providen seasons and Administrative Providence of Pr

78. VCU is an EO/AA employer.
Womee, minorities and persoos with disabilifies are encouraged to apply.



Department of Health & Physical Education School of Education

Syrrouse University is continuing its search for an individual with demonstrated inadership potential for the chair of its program in I leath & Physical Distortion of the Physical State of the Physical Education and Physical State of the Phys

The chair is responsible for coordinating undergraduate and graduate degree programs, enhancing liquidy teaching and consorts, furthering understay and community arrive section is a well as some teaching and exhibite and exhib

The issues-track appointment — with an Intillal three year content — will be made in its Associans or Trobasco level. Although the area of specialization is a few pointment of the property o

Application accenting will be orgoing and will continue until the position in filled. The appointment will begin between September 1, 1992 and jummy 1, and the position hereafter. Pease same application, rootstudents, and tages to the position for sold the present position position for sold to the position of the pos

Syracuse University is an Equal Opportunity/Affirmative Action Employer.



Nursing Chairman

Owen Technical College is re-opening the surch for a Chair-man for the owerall administration and leadership of its Associ-ated Degree Nursing Forgram, Owens College is a regionally accredited, state-seated, public two-year 190 and its part of Others higher education system. With nearly outdoortes on two campases, Owens College is the largest technical college in Other.

in Orio, description of Science in Nursing required.
Fayeries in nursing administration required; nursing schealtion associations or preferred. Teaching experience from the schedule of the

required.

Application Procedures: To apply, send cover letter; application from: resume three letters of reference; and copies of
transcripts to first Human Resources; Owens Technical
College; P.O. Box 10,000; Tables, Olf 14,690-1,617, (4,919-6650580, Ext. 20,000, Tables, Olf 14,690-1,617, (4,919-666Applications resulved by September 18, 1992 will be assured
maximum consideration. Gredential review will continue until
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Affirmative Action / Equal Opportunity Employer

ASSOCIATE OR FULL PROFESSOR POSITION IN BUSINESS POLICY Edwin L. Cox School of Business

Southern Methodist University The Edwis L. Cox School of Ousiness as Southern Methodiss University is seeking candidates for an Associate or Pull Professor position to Business Policy. We are searching for individuals who.

of the decrements was.

Based demonstrated subtracted excomplishmens in the field of Business Policy
a have a significant record of publications in exchairly lost raise
a have a significant record of publications in exchairly lost raise
a chair involvement is greates and undergraduum programs
Bases a commitment on mentioning justice facility.

ions accompanied by curriculum vitae should be sent to:

Professor Ellen Jackofsky Bawin L. Cox School of Business Southern Methodis University Dalles, Texas 75275

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Sooksey Methods (Incinery)
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PURDUE UNIVERSITY

Department of Audiology and Speech Sciences

Announces a Position Opening for DEPARTMENT HEAD

position requires demonstrated leudenship and national recognition in policient is area or experience. Engineering the administration of policient is area or experience. Consideration will be given to considuate of the policy growth profession of the policy of the consideration articles. Audidiogy, Speech-language Parkelongs, Speech and settingers, and Linguistics. The Head will be repossible to administration for the policy of the policy of the policy of the policy of the consideration of the policy of the policy of the seek, leading the policy of the policy of the seek, leading the policy of the policy of the seek. Leading the policy of the policy of the seek. Leading the policy of the policy of the seek. Leading the policy of the policy of the seek. Leading the policy of the policy of the seek. Leading the policy of the policy of the seek. Leading the policy of the policy of the seek. Leading the seek. Leading

Applications received print to September 20, 1992 will be given preferential consideration, but applications will be accepted until the position is filled. Send letter of application, curriculum vitage and three letters of recommenda-fun to Dr. Anne Smith, Chair, Selection Advisory Committee, Audiclogy and Speech Sciences, 1353 Heavilion Hall, Purdue University, West Lalayette, IN 47907-1353.

CLAYTON STATE COLLEGE SCHOOL OF BUSINESS

Associate Professor of Marketing

tournicant will teach marketing, advice souteness, seeich in devoloping and a souteness of the souteness of

Selay: Competitive. Applications will be assepted until December 31, 1892. Letters of application, including a releumé and a liet of three current references, should be east by:

Normen G. Ogleeby Deen, School el Businese Clayton State College Morrow, GA 30280

Cityton State College is an Affirmative Action, Equal Employment and Educational Opportunity Institution. Georgie is an Open Records



MUSIC INSTRUCTOR/ BAND DIRECTOR

Wastem Nebraska Community Clappe, Scattebuilt Cempus, is accepting applications for the position of Marks of Cempus, is accepting a policitions for the position of Marks of Cempus, is accepting controlled to the Cempus, or the Cemp

EEO/AA Employer

BULLETIN BOARD: Positions available Claremont/VcKennaCollege

CLARKE COLLEGE

1550 CLARKE DRIVE DUBUQUE, IOWA 52001-3198

SEARCH REOPENED

The Clarke College

and Teagle Foundation Minority ABD Scholars Program

is 1900, the Teagle Foundation granted Clarke College furths to award four appointment over a loan year period to grantable interfered with a force completed college for the period of the period of

ion.

Filide Application for hearthing in any discipline represented on carepas or in question is welcome. Some preference will be given to applicate in the near the preference of the given to applicate in the near the preference of the given to applicate in the preference of the given to applicate in the preference of the given the preference of the given the preference of the given the completion of the dissentation for each year in which like speed is avaided.

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Application materials: Send résumé and letter of application and request tree
descrets to send letters of recommendation IMM/EDIATELY to: John S. Wuznik FSC, Ph.D., Academic Dean. Clarke College, Dubuqua, Iowa \$2001;
39,588-670.

Daytona Beach Community College seeks qualified appli-unts for the following position:

Learning Skills Diagnostician Search Re-opened

De laeming Skills Diagnostician is reconsible for the develop-ent organization and collevery of the Institution's assessment spiens, Duties shoulds extinuition that proprehense of standarded basis, diagnostic testing, prescriptor for training satelline and training the standard of the standard additional skillentine, maintenance of records and monitoring of student progress.

a number pugues.

Candidals must possess strong Interest in the use of measurement is support instructional activities. A Master's degree reserved in Psychology specializing in learning for the property of the psychology specializing in learning for the psychology specializing in learning the psychology specialized in the psychology special psychology special psychology special psychology special psychology special psychology special psychology specialized psychology specialize

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Senior Research Analyst

Center for Educational Assessment

University of Missouri-Columbia

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hydrations are now being accepted. Position start date is September 1, 1992. binerted persons may contact the Centur for Educational Assessment for more immunities, (3)4) 882-4694.

An Equal Opportunity Institution



THE FLETCHER JONES PROFESSORSHIP

Nominations and applications are solicited for appointment to the so-dowed Professorship in Accounting.

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Nominations and applications closing date is January 1, 1993. it résumé and letter al application to:

Professor Marc Massoud Claremeet McKeeoa College 500 E. 9th Street Claremont, CA 91711-6400

nt McKenna College is an equal opportunity.



The Deportment of Political Gelema in vites applications for a famine-track position. Despit Step full semester. ISS. Bank in open. depending upon credit semester iss. Bank in open. depending upon credit semester iss. Step full semester issue qualified for a sentor position are separably respectively. The application of the semester is sentor position are separably semester in the semester is sentor. The College is consulted to building stoog programs for the College is consulted to building stoog programs for the semester is sent in the semester is senting the consultation of the semester is sentored in the semester in the semester in the semester is sentored in the semester in the semester is sentored in the semester in the semester is sentored in the semester in the semester in the semester is sentored in the semester in the semester in the semester is sentored in the semester in the semester in the semester is sentored in the semester in the semester in the semester is sentored in the semester in the semester in the semester is sentored in the semester in the semester in the semester is sentored in the semester in the se

PSYCHOLOGIST II

South Carolina Dupariment of Corrections, Clitican Psychiatric Hospital, Kirkland Correctional Institution, Columbia, 9C 20210.

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Salary range: \$24,035-\$35,052; 37.5 hours per wook.

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Mail résumé lo Jab Servics, P. O. Sax 587, Columbie, SC 29202, Alim Ms. Liss Hell, Jab Order: SC1000798,

the follows offer and compatible to the control of the control of

INDIANA UNIVERSITY

Minority Faculty Recruitment Program for the Summer of 1993

Indians University is reading qualified minorities to participate in the 1803 manner scarinus of its Minutry Faculty Fallowship Pengons. The proposed of the properant is to Indiance to the Illomentaries campus for properant in the Indiance to the Illomentaries campus integrational said to the Indiance of the Indiance is whom the Indiance is to Indiance in Indiance is the Indiance in Indiance in Indiance is the Indiance in ind blanding mentry and broading to 1550s.

Individuals neering campletion of the doctorate and those who have camplated the Ph.D. within the last four years ore accounted to ap-

The Followship puckage includes a summer salary equivalent to the ordinarily paid to an initiana University faculty member of the same mak plus a \$3000.00 siteonal.

nnik plus n \$300.00 stiponi. Interested caulidates shault request an application fran: Dr. Alborto Torchissky, Director Minadily Faculty Feloswith Pragram Indiana University Mondana University Mondana University Bominisque, IN 47405

The deadline for application to the 1893 summer program is October 15, 1892

ST.LAWRENCE UNIVERSITY

American Politics/African-American Politics

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The Operation of Convenient als Lawarea (Dishray) froits application for a neuro incice position in American Politics with a specialization for a neuro incice position in American Politics with a specialization for a neuro incice position in American Politics and upper division counters to the contraction of the Confedence of the Operation of the Confedence of the Operation of the Confedence of the Confedence of the Operation of the Confedence of the Operation of the O

Search Committee Chair Department of Government St. Lawrence University Canton, New York 13617

Canton. New York 13617

St. Lauvenev University is committed to footening multicultum discretity in its fivulty, stoff, student body and programs of individue. As at Equal Opportunity, Affronative Action employer, we specifically encourage applications from assura, instentions and persons with dissibilities with dissibilities.

Language Training Supervisor Positions

(1) Russian Language and (2) Turkic Languages of former USSR

The School of Language Studies, Foreign Services Institute, Dept. of State, is seeking applicants for two positions as Language Training Supervisor; one for Residen, the other for the Turkic languages of republics of the former USSR. Employment will be limited not to exceed two years periovable).

empsymere was on emmer on to execut now years; previously, The School of Language Studies is regroundled for providing impusey unining in more than 40 languages for the ledesal foreign affect community, for examining of the positions will 1) and its immaning to the flushed program belief as "supervising language instructions, including recording, limits, as-tigating work, and evaluation for promotion, retention, as translation, manag-ing overall controllars design and development of materials; training and counseling of least-sca, and Supervising Language and sources and associa-Openings are available now. Closing date b Sept. 15, 1992. For a copy of the detailed announcement including application procedures and larms, call 703-

scholarly work). Ph.D. in Food Science of deathy related area with emphasis in Food in the Company of the Company of the Company in the Company of the Company of the Company in the Company of the Compa Financial Administration Unatv Collage, a private, non-profit liquid, actiones college in the baseful best of profit college of the baseful best of profit college profit Avanancher. The control form of the control of the

Norwalk Community College Norwalk State Technical College A UNITILD COLLEGE

Norwellk Community College and Norwellk Siste Technical College located in Southwestern Fairfield County, Connecticat, are in the process of mang-ing and will form a new, comprehensive community-technical college the Fair

FACULTY POSITIONS

- Electrical Engineering Technology
 Computer Systems Technology
 Mathematics/Science
 Civil Engineering Technology
 Dale Processing
- Starting Date: August 27, 1892

STUDENT SERVICES POSITIONS

Director of Academic & Career Counseling

Responsibilities include the planeing, supervision and delivery of atudent services in the Academic and Career Counseling Center Applicants must have a Master's degree plus 3 to 8 years of related asperiance.

Academic & Student Development Counselor

prelibilities include the administration of the Student Activities Program a seacclated functions. Applicants must have a Mester's degree plus years of related separance.

Student Development Assistant (Walinasa-Filnesa-Student Activities)

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Applications must be perimerized by August 18, 1992.

NCC/NSTC is an airmaine scionlequal opportunity employer mil Protected group members are strongly ascouring gird to apply.

COMMUNITY & TECHNICAL COLLEGES of C O N N E C T I C U T



MUSKINGUM COLLEGE Head Volleyball/ **Tennis Coach**

Muskingum College stells i Jene Vollegheld Tentet Cooch to continue developing and embanding the women's continue to minimize program of the continue to the c

io:
Donne Newberry
Women's Athletic Director
Recreation Cester
Muskingum College
New Concerd, OH 43762 PAX: 1614) 826-8404

Applications will be accepted until the position to filled. E.D.E.

SERIALS ASSISTANT HEAD

Univ. of Penn. Chillenging position in a nactive strial spit. Responsible to social accultations & received & menitoring worder performance. Assists in contract and the spit of the spit

UNIVERSITY LIBRARIAN The University of Virginia Charlottesville

The University of Virginia Charletteville

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Position To Sa Fillad: January 1, 1995, or as soon thereafter as Salary: Salary will be commansurate with qualifications and experi-

ence.

Review of Applications: Review of candidate will begin on October

1. 1992 and will conflicus until the position has been its described population of the property of t

The University of Virginite is at Equal Opportunity, Affirmative Action Employer. Applications from minoralities, women, persons with disabilities, and Vist Narmera veterans are especially welcome.

ASST DIRECTOR OF RESIDENCE LIFE/ RESIDENT DIRECTOR

Asports to the Drottor of Residency Life, supervise staff of six RA's overses all operational capets of the Residency Life program, e.g. room easignments, billing, inventory; 12 month full-time position. R.A. degree with militamen here years Residence Life Septretions. Moster's proferred. Excellen breefils include on-compute openheuest and tuition.

ASSISTANT DIRECTOR OF STUDENT ACTIVITIES

Assist Director Sudeal Activities trato and advise student Program Boord:
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monage day-to-day aperations of student cereits; make in implementation
of control by development programs; policy formulation of student certifidies. B.A. degree with min 2 years exp. Moustr's preferred. Some high and
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MANHATTANVILLE COLLEGE

History Articles Performs of American Performs of A

Search Re-Opened

LEWIS-CLARK STATE COLLEGE DIVISION OF STUDENT DEVELOPMENT

announcing DIRECTOR, OFFICE OF STUDENT LIFE

Qualifications: Master's in College Student Person-nel Administration or related field required; Doctor-ate in same field or related field preferred. Three years' supervisory experience required in such area as orientation, residence life, advising, counseling. as orientation, residence life, advising, courseling. Responsibilities Personally responsible for orientation activities, residence life fiscal management, off-campus housing. Supervise staff of eight re-sponsible for counseling, academic advising, minor-lly affairs, student health center, residence life, intramurals/recreation, testing. Some responsibility for 504 activities, Reports to Vice President for Student Development and member of division management team. Salary is competitive, Start date in September

Applications will be accepted until position is filled. Résumés will be considered immediately upon receipt. Submit a letter of application, current résumé, and names and phone numbers of three professional reference to D. Allie Liebetiste de professional reference de profess al references to Dr. Mike Hostetler, Vice President for Student Development, Lewis-Clark State Col-lege, 500 8th Ave., Lewiston, ID 83501.

LEWIS-CLARK STATE COLLEGE IS AN AFFIRMATIVE ACTION, EQUAL OPPORTUNITY EMPLOYER Women and minorities are encouraged to apply.



LAMAR-ORANGE

COORDINATOR OF ADMISSION SERVICES

Applications are invited for the posidion of Coordinator of Admission Services at Lamis-Crange, Lama-Crange is a lower-distins, separately-accordingly and the Lama-Charde is a lower-distins, separately-accordingly corresponds to the Lama-Charden is entirely system. The Condition reports to the Condition of the

services. The survival is not severapimes and commission of substitutes and the confidence services and substitutes of definitions are followed and Substitute Financial Adj. countributes subfides in the Admission and Securities different and the substitute of the

Submit résumé, transcripts, and three letters of recommendation by August 28, 1992 to:

Office of Human Resources Lamer-Orange 410 Front Street Orange, TX 77630

Equal Opportunity, Affirmative Action Employer

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Library of Michigan

Assistant Director. Public Services

The Library of Michigan is o dynamic state library serving the legisloture, state government and the general public both directly ond through statewide networking. The Library serves o diverse clientele through a research collection of 5.6 million items, including mojor collections of state and federal documents, Michigon topics, genealogy, newspopers, and public administration,

The Library is presently seeking an enthusiastic proactive individual with strong administrative and management skills to supervise public service stoff as well as the planning, analysis and coordination of potron services

Salary: \$15.36-\$22.06 per hour (approx. \$31,950-\$45,881 annual), plus excellent fringe

Qualifications: Masters degree in Library Science or Information Science from an ALA occredited program. Minimum of three years experience in reference services. Minimum of three years supervisory experience. Experience in government documents highly desirable.

interested persons should submit o resume to Ms. Robin VanAlstine, Personnel Officer, Library of Michigan, 717 West Allegan, P.O. Box 30007, Lansing, MI 48909 by 5:00 p.m., August 28, 1992. Equal Opportunity/Access Employer

Associate Director of Facilities Operations

Engineering Services

THE University of Kansas Invites applications for the position of Assectate Director of Pacillities Operations, This deportunes is seen and support of accessing, research, and office facilities the maintaneau and support of accessing, research, and office facilities are not applications of the accessing a section of the company of the

will export to the Associate Director IT shall a list, A distriction of the Requirements Include a baccaluscured degree no incertainty engineering, mechanical outgineering or Cossely associated fidel from an accredition to the Cossely associated fidel from an accredition to the Cossely associated fidel from an accredition of the Cossel and Associated engineer the State of English evaluation and the Vital first and the State of English evaluation and the Vital first and Cossel and

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Deadline for receipt of application is September 1, 1992 with a tentative start date of November 18, 1992.

start date of November 16, 1992.

The University of Kansas is an equal opportunity, affirmative action reportunity of the state of the University of Kansas is an equal opportunity, affirmative action reportunity of the state o

BULLETIN BOARD: Positions available



University of Illinois at Urbana-Champaign Student Financial Aid

Administrator Office of Student Financial Aid

Nominations and applications are invited for three positions of Student floancial Aid Administrator of the Office of Student Financial Aid termentate as approximate of the content of the posterior is Stilland Author common to all three positions are Mass be also to proference of the content o ar at professional conferences or workshops.

- Student Financial Aid Administrator Educational Opportunity Pro Student Thanactal Aut Administration - studentime Opportunity Frogram, his reportability for administration of supplemental services reportable for administration of supplemental services from the properture of the supplemental services from the properture of the supplemental services from the properture of the supplemental services for the supplemental services for valerans applying for Veterans Educational benefits.
- Student financial Aid Administrator Law/Education. Has responsibiles for services for students in the Collega of Law. Also administrate a cluster of programs for students pursuing a career in education. a dister or programs for students pursuing a career in education.

 The minimum qualifications common to all three positions are a Bachelor's degree required with a Master's degree preferred, and experience in fearful aid counseling or administration. Saley is commensurate with experience, with starting date as soon as

posible.

brother be receive full consideration, nominations and applications should be potentiated by September 18. Materials should be submitted for the september 18. Materials should be submitted for the september of the september Committee of the Committee Commi The University of tilinois is an Affirmative Action, Equal Opportunity Employer.

Associate Director Testing and Assessment

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for opplications is September 15, 1992. Please reply to Dr. Dobre A. Dagavarian ector of Teating and Assessment (Ot West State Street Ternton, NJ 06608-1176

DIRECTOR

URBAN SCHOOL DISTRICT ADVOCACY

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SAINT PETER'S COLLEGE

DIRECTOR OF INSTITUTIONAL RESEARCH

Saint Peter's Callogo, n Jeruli, Catholic Institution with a 120-year pretonce in northern New Jersey, across the river from downtown New York City, leveles against those and applications for the position of Director of Institutional Recents. So in Peter's Collego is a liberal arts traditional recent of the Institution of the Collego is a liberal arts and business. An additional value of the Institution which so said sciences, natural sciences, and business. The Director of unstitutional Research is full-time administrator who reports directly to the Assistant to the President for Planning, With the approved at the Assistant to the President for Planning, the Director of Institutional Research establishes which assessed projects are to be given uploadly and that intensidate we to be followed:

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Challifications amus includes a inchest's degree; an assist's degree in a microant field is preferred. Caudidates should have laid experience in help of the control of the c

- Desgring and casculus institutional research studies and severage as a hartespinuse for institutional surveys.
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SALARY: Commonweate with the candidato's qualifications and experience. Applications should be postmarked no later than Soptember 17, 1992, and include a cover letter, resume, and the names, addresses and phone numbers of three releasences. Send to:

Dr. Ellaen L. Polant Assistant to the President for Pinuning Saint Poter's College 2461 Kennody Boulevard Jenoy City, NJ 07306

Saint Potor's College is an Affirmative Action, Equal Opportunity Employer. It does not discriminate on the hasts of sox, marital stutus, religion or creed, national origin, physical bandicap or veterans status.



MUSKINGUM COLLEGE Assistant Basketball/ **Head Soccer Coach**

Mushingum College seels Assistant Baskerball/Head Soccer Ceach in continue dawloging and enhancing the women's soccer program and saist the authorizing by the continue that the saist that authorizing promisers baskerball program to institution located on 215 acres to southseastern OHO and a member of the OHO Affable Conference. The baskerball program is nationally promised including a resident annex-up field in 1917. The occur program is a sallway are program bat it still in

developing phases. A college drappe, basicishal playing and coaching exparience are required. Soccer operation can be developed clier him. Nhe amount, half-time contract, inter-to-cl conflictes should be pretinate interrestors to the contract of the con

FAX: (614) 526-5404

or cell Donna Newberry at: (614) 826-8524 Applications will be accepted until the position is filled. E.O.E.

Counselor

Northern Illinois University is looking for a counselor for its CHANCE Program; providing academic and personal guidance to undergraduate students and admitted to the two products of the date of the country of the co

to parent, and aument orientation.

QUALFICATIONS: Master's degrees in counseling or student personnel; expertence working in youth services, high achool or college-level counseling
adviding. Experience working with reinorityleviceationally underpeapend students seeling higher education preferred. Candidate raust be billingual/bicst
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To apply, send intured, sites of application, and three recent latter of replication, and three recent latter of replication, and three recent latter of replication, and in the control of the contro

Chestochemer, Barnauer off contract the contract of the contra Northwest, Suits 400, Washington, O.C. 20037. Attention: S. Tilson, JIRMCHE.

A list of application deadlines for grants and fellowships ---

every week in The Chronicle.



Harvard Law School

Assistant or Associate Director Harvard Law School Fund

Hervard Law School sceke a highly motivated individ-ual with direct fundralsing experience to assume a critical position in the Fund, a major component of the School's five-year, \$ 150 million comprehensive the School's five-year, \$150 million comprehensive campaign. With both class and program responsibility, the selected professional will recruit, menage, and maintain close personal constant with high-fevel alumni volunteers to identify prospects, coordinate collectations, produce communications, and develop other fundralsing strategies. Tavel and close interaction with other Development Office departments will

Applicants must have a Bachelor's degree, a minimum of 2 years' direct fundratising esperience (background within a private institution of higher education strongly preferred), and outstanding interpersonal, presentation, and writing skills. Applicants with 4-years' appropriate experience will be considered for the associate level.

Competitive salary commensurate with experience; comprehensive benefits package. To apply, please send cover letter and resume to. Ms. Lntl Beashou, Harvard Law School, Personnel Office, Langdell 100, Cambridge, MA 02138. Harvard University upholds a commitment to Affirmative Action and Equal Opportunity. Women and minorative accountage to apply.

Harvard University

Alamo Community College District LIBRARIAN

ALA-scorredited Meater a degree in Library Solence. Two year's experiand national standards for bibliographic records. Desire familiarity
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pts & treierences by August 28, 1992, Pir Alamo Community College Olerica HUMAN RESOURCES DEPARTMENT S11 W. Houston Street San Anionio, Texas 78207-3033 EEO/AA

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Associate Director of Development

Corporate and Foundation Relations

Boston College

Boston College, a Jeault university with 13,000 undergraduates, 4,100 graduate studeria, and 850 faculty, seeks an experienced, energetic professional to help expend outreach to exportations and deformations. Besiden College recently completed a 5-year, 5138 million empelges, during which it was designated by the Council for Advancement and Support Education as the best overest university development effort in the nation. Corporations and foundations contributed 323 million to the compelgn total. Planning is under way to be supported to the contribution of the compelgn total. Planning is under way to the compelgn total planning to the compelgn to the compelgn total planning to the compelgn total planning to the compelgn to the compelgn to the compelgn total planning to the compelgn to the compelgn to the compelgn to the compelgn total planning to the compelgn to the compelgn total planning to the compelgn to the

Relutions as eveil as an Assistant Director and Administrative Secretary, Major dullas will be proposed writing and editing pracrosel prisantalisions to corporations and foundations; and provision of in-house counsel to feculty, senior administrators, and voluntears. Requirements Include a sirrago commitment to higher education, a bachelor's degree, end sets three years of experience in soliciting major qrifts from componations and foundations, or applicant experience as a donor organization. A higher degree is preferred. Trevel is required.

BOSTON

COLLEGE

Director of the

Office of Graduate Minority Affairs

University of Maryland at College Park

Graduate Studies and Research

The Goodsaha School of the Upbersity of Maryland at Callege Posh invest-applications and numberalises for the position at Jahretar oils Office of Goods-land Campus of the State of Maryland and Islands to excellence in search and elapsides. The campus has an entralisent for row y USU appoint at higher than the Campus has a mentalisent for more yillow and at the Campus of the State of Maryland and Islands and State of the search and elapsides. The campus has a mentalisent for more y USU appoint at higher is, 1,150 of whom are members of misority groups, in its more than 9 publishes program.

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Candidates should have the terminal degree in their disciplina. Depanding you qualiforstors, the person may also carry the side scalation for Associate Oan. Statay will be commensurate with qualifications. The candidates should obmostrate successful administrative experience in positions of responsibilities. So, and commitment to, effirmative action, and accomplishments to, and commitment to, effirmative action, and accomplishments.

A letter of interest, resume, and the names, addresses, and telephone numbers of three references should be sent to:

Search Committee
Search Committee
Gradusta Studies and Research
2135 Lee Building
University of Muryland at College Park,
College Park, Mayland 20742
Attu William Bredond, Ph.D.

The University of Manyland is on Equal Opportunity.
Affirmative Action Employer.

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fors should be received by September 14, 1992 for best consideration.

Boston Collage offers competitive salaries and comprehensive

banefits, Including tuition programs for employaes, apouses and children; 22 days' vecation and wide range of inaurence programs.

Please sand two copies of both a cover letter and a resume to: Richard Jefferson, Director of Employee Relations, Human Resource Department, Boston College, More Hall 315, Chestaut Hill, MA 02157. Application deadline is Wadnesday, September 9, 1992.

Boston College is en Affirmativa Action/Equal Opportunity

A Jesuik University

DIRECTOR OF LIBRARIES

The University of Texas at Arlington

The University of Texas at Arilington Invites applications and nominetions for the position of Director of Libraries. The University of Texas and Artington is the Bith largest university in Toxas and the second largest in the UT-System. Localed to the geographic center of the Dallar Fert Worth many control of the Con

The Director of Libraries reports to the Vice President for Academic Affairs and manages a central

ilitrary facility and two branches with a collection of over one million litera and 5,600 periodicals and other strains. The Litrary includes a division of special collections and archives and is a federal and other strains. The Litrary includes a division of special collections and archives and is a federal and state government depository. It has a fully implemented NOTIS system, an operating budget of \$3.6 million and a staff of 107, including 38 professionals.

Demonstrated committeent to academic excellence, scholarship, research and the sup-port of graduate and undergraduate instruction;
Mater's degree from ALI-according frogram, doctorate also preferred;
Extrentee and varied professional library experience including of lessel five years of
contribistative superience with facely planning, program development, and personnel
management of an ecademic or research library;
Roundington current touchs and experience in speciation of automated and electronic
Roundington current touchs and experience in speciation of automated and electronic
Proven leadership shally and superior communication skiller,
Commitment in participator was accessed:

Commitment to participatory management;
Evidence of shillty to interact effectively with all segments of the university community;

Stream of some interact entertainty with an agent and the university community.

Record of active participation in the profession at the regional and national levels;

Strong commitment to professional and staff development;

Demonstrated success in obtaining afternetive funding for library development.

Applications should include a complete resume and the names, addresses and telephone number of five references.

Send applications and nominations to Dean Bob F. Perkins, Chairman, Director of Libraries Search Committee, The Graduate School, The University of Texas at Arlington, P.O.Box 19167, Arlington Texas 2610.

Selary: Open and competitive, 12-month contract, comprehensive benefits program. Review of applications and commentors will begin on November 1, 1992 and will continue until the position is filled. The preferred starting date is on or before September 1, 1993.

Departmental Director Communications and Donor Relations

UNIVERSITY OF MINNESOTA OFFICE OF DEVELOPMENT

This individual would also serve as a Vice President of the University of

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PREMICHON OF Memorial foundation serve as his central development. The University of Memorial foundation is now as a non-point challe-ble curronation terror in 1951 to exc. The internation has non-point challe-ble curronation terror in 1951 to exc. The internation is non-point of the service of the service of the service of the curron of the curron of the year. Clair form individuals, foundations, and corporations are used to create public service with off acceptance in the University's teaching, research, and public service with the service of the curron of the current of the public service of the service of the current of the public service of the current of the public service of the current of the public service of the control of the control of the current of curren

JOS DESCRIPTION

This position reports to the Associate Vice President for Development of the University, who also serves as President of the University Foundation, Major responsibilities include:

- sporstolinities include:

 a Proude executive leadership for planning and directing communica-tions, idenor recognition and special event stategies that incorporate ms feet test each and utilize communication themes, activities, programs and policies that recognize and encourage philanthropy among the vari-uus constituencies.
- Participate as a member of the UMF senior staff in setting overall direction for development functions, establishing key pulicies and priorities, and advising the UMF President.
- Maintain collaborative relationships with uther University external refa-tions atalis, as well as collegiate and compus personnel, to ensure coundi-nation at major outreach strategies Perform administrative and supervisory functions, managing all person nel reporting to this position.
- This position request exportise in stategic thinking, project management, communic thurs and public relations, interpersonal skills, and the ability performs effectively in a large, complex organization. The individual must perform effectively in a large, complex organization. The individual must be exposed the complex organization. The individual must be extended and suitable of integrity, ability to operate in a coldar public extended and control of the extended and extended the mission and not obtain the mission and not offer the property of the mission and not offer the mission a

MINIMUM QUALIFICATIONS

- Blachelo's degree.

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- relations functions.

 3 years of supervisory and management experience.

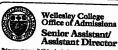
 Well-established competencies in writing, editing, presentation skills, and knowledge of graphic design and print production.

PREFERRED QUALIFICATIONS

- Retained section 4. A control of the section of the sec
- Salary will be commensurate with experience and quelifications. Applications, consisting ul a fetter and current resume addressing qualifica-

Osn Wackman, Ph. O.
Chair, Search Committee for the
Vice President, Communications and Donor Relations
University of Minnesota Foundation
1300 South Second Street
Minneapolis, NM SS454-1029

Applications must be postmarked by August 20, 1002 The University of Minnesota is an equal opportunity educator and employer.



Senior Assistant/ Assistant Director

Primary responsibilities include coordinating and maintaining computer systems, statistical analysis, liston with Administrative Computer Office (AB2), oversives wold training of staffwith systems travel, interviewing, application residing and decision making.

Requirements: BA required. Three to five years of experience preferred. Strong computer and organizational skills as well a

If interested send cover latter and resume ter Patricia E. Hasque, Manager of Employee Relations, Wellesley College, Wellesley, MA 92181 by \$21.92. Welleslay College especially welcomes applications from ethnic unincrities and women.

Wellesley College

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LSU

Louisiana State University DIRECTOR OF TECHNOLOGY TRANSFER

The LSU Office of Research and Economic Overlapment is acting applications for the position of Director of Technology Transfer. The goals of the Office of Technology Transfer as provided. The principal goal to work with industry to make the results of LSU research like to public use and benefit. The second goal is to utilitie technology transfer techniques to secure unrestricted incomes for LSU research and collectional gruposes.

unersticed mecons for LSU reserch and edictional purposes.
DUTIES/RESPONSIBILITIES in Director of Technology Transfer will work with faculty and suff in promote and facilitate the disclosure and sufficient the disclosure and sufficient the contract of the sufficient to the sufficie

Vec-Chacellor for Hesenich and Economic Development.

QUALIFICATIONS: The Director marker a B. S. degree although an M.S. or in M.B. A. is highly preferred; antiminum of few years' empenous industry or in the fined of technology attackers, assembled for the cultural, regard, and marketing appear of developing and lecensing university-generating appears of developing and lecensing university-generating property of the property of the company of the comp

APPLICATION OEADLINE: Submir a lener of application, a current réaumé and a lus of three céréencer with usanes, addrasses and phone numbers no later than August 22, 1992, or until position u filled, to:

James H. Albins
Executive Oirector for International Development
Office of Research and Economic Dsvelopment
Louisian State University
Baton Rouge, LA 70803

LSU IS AN OQUAL OPPORTUNITY, APPIRMATIVE ACTION EMPLOYER



Director, Industrial and Service Occupations Division

The Director of Industrial and Spaylos Compution is responsible for the Instructional programs assigned to the Ordon, present and the Computing and the Computing and Comp Minimum Qualifications:

- Minimum Quantitions of accordary or community college

 Three years' teaching experience at accordary or community college
- lava! One year's administrative or supervisory experience in a community collage or similar insiliation community collage or similar insiliation of the community of the collage of the collection of the collecti

For more information, please call the Human Resource Sarvices Office Pikes Pas k Community College Colorado Springs, Colorado Phoos (710) 949-7667 TD

TDY (710) 540-7901

An Equal Opportunity, Affirmative Action Employer

Director, Student Success Programs

Oirect the Student Services, College-Wide Retention Center, Identify underthis in academic (expany) and to develop individual educational phene provide individual and group countering provide exactions: support services and workshops; work with faculty to design and provide individual and group countering in Countering. Professional Countering Services and Services a

Director, Personnel Services

Administer college's compensation, classification, frings benefits, employment, and performance evaluation programs. 8.A. in human resource mandernization settled filled required. Massir's degree desired. Five years of administration of superiorization personnel services including 3 years of supervisory and/or administration personnel services including 3 years of supervisory and/or administration experience preferred by in a community col-

For an application or more information, contact McLennan Community College, 1400 College Orive, Waco, Texas 76708; (817) 750-3505. An Affilmative Action, Equal Employment institution.

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Director International Student Center

The Chronicle of Higher Education • August 12, 1992

Union is the primary source of information and support for over 2,000 foreign nationals at Northeastern University.

tionals at Northeastern University.

The Oirector has oversight responsibility for the Center and its staff and works with all areas of the University devicespoppymans, policios and procedures to facilitate this arrival and adjustment of international students and energy nationals, enrich their Amoriean adversional subsets and the original students are successful to the original students and the original

- The Oimelor of the International Student Center is responsible for:
- oversuments tor:

 o worsum tog the Center and its staff:

 providing leadership in the University's efforts to

 providing leadership in the University's efforts to

 providing the programs and services;

 providing the programs and services;

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This position carries the rank of Assistant Ocan of

Students.

QUALIFICATIONS: Mester's degree in Student Permonel or related field, Dectorate preferred. Minimum of even peers of experience in fereign student deviding with at least flour years of experience in menagement and at least flour years of experience in management and regulations. Strong bedeground in U.S. Immigration described by the strong permonent of the strong permo

To assure full consideration, subroit a letter of ap-plication and resume by Soptember 15, 1995 to Or. Karee Rigg, Deco of Students, 178 Ryade Hall, Northeastern University, 380 Huntlington Avenue, Soston, MA 2015. Northeastern is an Equal Opportuni-ty/Affirmative Action, Title IX University.

Northeastern University

SPECIALIST, VOLUNTEERISM AND LEADERSHIP DEVELOPMENT

The institute for Leadership and Volunteer Development is inviting applica-tions for the position of Specialist in Volunteerism and Leadership Devel-

opment.

HE UNIVERSITY: Virginia Polytechnic Institute and State University (Vi-ginia Tech) is located 30 miles southwest of Rosenske, Virginia, in the New Joseph Common Common Common Common Common Common plained through instruction, research and the Common Common plained through instruction, research is one of four units delivering public service program to Virginians.

New Country of the Co

- Ing outer to do use same.

 DESIREO (JULI/ECATIONS:

 4 An earned doctorals related to Arthit Education, Sociology, Community
 Development, Leadership One-Numeron or Voluntecrism, pedemed.

 9 Practical experience in leadership, voluntecrism and public service.

 6 Experience in program dove loopment and evaluation.

 6 Demonstrated ability to work with faculty, students and the public.
- Salary commensurate with qualifications and experience; includes an excel-lent fringe benefits package. Appointment by Septamber 30, 1092, preferred, and no leter than October 15, 1992.

Interested persons should submit by August 31, 1992, a letter of application; current resume; and the names, addresses, and telephone numbers of fitner enferences to: Dr. Oscar M. Williams; Director, militure for Lesdership and Volunteer Development; Donaldson Brown CEC, (IVO Suite; Virginia Poly-technic Institute and State University; Blackshop, N. 4066-1091.

Virginia Polytechnic institute and State University is an EO/AA employer and actively solicits applications imm mustified woman and minorities.

Miami

DIRECTOR OF EMPLOYEE BENEFITS

The University presently spread \$25 and \$25 an

The University of Mismi is an Affirmative Action, Equal Opportunity Employer and a Drug/Smolte Free Workplace.

DIRECTOR VETERANS UPWARD BOUND PROGRAM

V.D. A. DEREATE OF LET THE BASE SPECIAL PLANT OF THE TRANSPORM.

Provide young ligarings, morehold, and enhaliton of telemity horded vice.

min to layered formed Program, Qualifections: Manter's Degree in eight interconcentration, consideration of the horyest programs in enhanced in programs which care the contraction of the programs which care in the contraction of the programs which care the following areas is strongly preferred; vocating with pro-grams that serve volumes, or the TRIO programs. The Director has offered un-grams that serve volumes or the TRIO programs. The Director has offered un-superpossibility for health VIED posts; and devotes 100°S of behind contract-tion to the profess. Colons Stilley, NTT. Anticipated ensuing class is Squeenber 1, 1992, or a soon thereafter an execution of contraction, and the contraction of the TRIO programs. The Director has observed of application, and the profession of the TRIO programs. The Director has observed of application, and the profession of the TRIO programs. The Colons of the TRIO Services, New York of the TRIO programs. The Services of the TRIO Services and the TRIO programs and a successful contribute has been related. ACAESS of suppose.

The University of Texas at Arlington is an AA/EO Employer.

DIRECTOR

The University of Tennessee Press

The University of Tennessee seeks candidates for the position of director of the University of Tennessee Press. Experience and abilities should include:

- Providing creative and innovative leadecable for a staff of 11 in occurring, editing, designing, producing, and mesketing 30-39 littles per year;

board:

- Significant experience in acholesty monograph and trade publishing. Eve of more years.

Leiters of application deage with current curriculum vites; names, addresses, and pinces rames of horse references; and a stetament outling the company of the comp

Public Olsciosure: Documents related to this search are subject to in-spection by citizens of Tennesses under the state's Public Records Act.

THE UNIVERSITY OF TENNESSEE IS AN EQUAL EMPLOYMENT OPPORTUNITY, A FFIRMATIVE ACTION, TYTLE IX, SECTION 604 EMPLOYER

response to the property of th



ASSISTANT DIRECTOR OF HOUSING AND

Background's Konsas State University is a large multipurpose state university. & State was bounded as a land grant institution in 1853, state of the state of the

cois.

Duties and Responsibilities: The Assistant Director to responsible to coordinating oil functions within the sestions tills component of the department. The Assistant Director is part of a conorgament team that disportment. The Assistant Director is part of a conorgament team that disportment the Assistant Director is part of a conorgament team that disportment of the Assistant Directors, and the Conorgament team and code proyed, business spendions, animass coolegaries, occurring and code proyed, business spendions, animass coolegaries, account Director sports directly to the Director of Housing and Director sports directly to the Director of Housing and Director Services.

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Coulifications: A receive's degree in student personnat. higher edu-cation destiniated in or related baid to requised. A minimum of five quited. Demonstrated obling to work with comprehensive samples quited. Demonstrated obling to work with comprehensive samples personnel to the properties of the properties

Applications: For additional information or to make appli-

Search Committee
% Dr. Chuck Warring
Director of Housing and Dining Services
Pitteen Building
Emance Stote University
Mondutten, Kanson 65506-4601
(913) 523-463

Candidates should include a leiter of application, a résumé and the names, addresses and phone numbers of these reference. Application deadline is September 1, 1992. Anticipated electing date is January 1, 1983.

ary i, 1981.

Kanans State University is an Affirmative Action, Equal Opportunity

Employes. Women and minorilles are encouraged to apply.



SENIOR RESEARCH ANALYST

Embry-Riddle Aeronautical University is currently seeling a Senior Research Ansilyst to provide support for institutional Research and Effectiveness Office in research, training and aurrey-stated activities. This includes working with insculty, staff and activities and in in plantamicily institutional selectiveness and CIMA at the University, Survey research entails design, and make analysis, report preparation and presentations of

Qualified applicante must possese a Mestar's degree (preferrably In statistice, computer solaron, mathematical; college level teaching appendince; knowledge of ISM persons computer operations and softman packages, and knowledge of mathods possessions and softman packages, and knowledge of mathods Expansions in Institutional Research is height. Statisty in the low 50s. Please submit is letter of application, resums and a list of three references to: Human Resources Desprince of ISP, Embry-Ricche Aeronautical University, 600 South Cryde Mor-ries Bird., Deylorae Beach, Profile 32114-5900.

(Mary Treinical Streines | Literates, Discovered | Lit



CONTROLLER

Applications and nominations ere invited for the position of Controllar of Ricc University, Reporting to the Vice President for Flanner and Administration, the Controller in responsible for the University-wide administration of all accounting and financial reporting operations including, but not limited to, general accounting, accounts payable and excelvable, payroll, grant accounting, andowment accounting, financial reporting, suddit, and financial analysis.

accounting and reporting.

The successful condidate will have strong interpersonal, managerial, and technical accounting shalls. A Bachelor it days are in required with a CPA and/or Matter degree preferred, flowering and expensions of days accounting sand expectage of the successful sand expectage in higher education sees preferred in temperated. A minimum of they success management level appetion is to appete the success in implementing computer and accounting systems is a constitution of the success in implementing computer and accounting systems is an accounting system as a counting systems in the success in implementing computer and accounting systems in the success in implementing computer and accounting systems in the success in implementing computer and accounting systems in the success in implementing computer and accounting systems in the success in the s

destired.

By combining the best qualities of a major research institution with those of an intimate liberni arts college, Rice University has become one of the premier universities in the United States, Rice benefits from an andownsani of over \$1 billion. The 300 cree, tree-covered campus is located three mides south of downtown Houston.

Applicants should sand a letter of introduction, a résumé and, il possi-ble, a list of names, oddresses, and triaphone numbers of three refer-

Bala G. Dhamn, Chair, Controller Search Committee Rice University P. O. 80x 2666 Houtton, Texas 77752

Rice University is an equal opportunity, affirmative action institution

Director of Athletics

University of California, Irvine

The Director Athletics provides managerial jazdenihip for an NCAA Division f program which competes in the Big West Conference. A major emphase for the Director over the neal lew years will be developing private support for athletic activativities in the range of \$500,000 to \$1,000 annually, while delegating much of the internal departments management to assistant directions.

Qualifications: Preferred candidates will be those whose experiences den

- 1. Effective leadership in the management of an NCAA Division I
- The ability to secure private support for ethicies in the range of \$500,000 to \$1,000,000 snovady.

Success in balancing a complex, sault-source budget
 Commitment to a student-siblet philosophy of ethicics within a diverse educational environment.

coverse solicenomi enviscoment.

Appointment and Satery: Position aveiable immediately; salary commen-surais with professional experience and qualifications. Application Dead line: Applications and nonministions must be postmarked (or faxed) by September 1, 1992 to ensure full condension, Applications result include or released, the nemse of three references, and or summary of applicant's experience misted to the qualifications listed above. Mail to:

can't a experiences related to the qualifications lasted above. Mail a Search Committies to Director of Arbitics. Diffice of the Vice Chancellor-Student Affairs and Campus Life 405 Administration Budding University of California, Invitin Invites, California 92717-4600 FAX: (714) 725-2763

UCI is an Affirmative Action, Equal Opportunity Employer and seeks a diverse pool of candidates.

Director of Annual Giving

Date Forest College has an immediate opeoing for the position of the position giving programs and personal solicitation of contact of class reunion giving programs and personal solicitation of contact of class reunion giving programs and personal solicitation of contact of the position of the position

tund gitts.

As e member of the sevencement lears, the Director of Annual Giving
will have exceptional speaking, writing and organizational skills, the
elitity to precify elutinents said work effectively with many conselledirector of the sevence and fund-rating experience are required.
The Director of Development.

finterested candidates should cubmit c inter of application, résumé and names of three references no later than September 15, 1992 to:

we have of Ocycle heaters through to the production and the production of the produc

Ultrary, Catalogue, Near East Cataloging Team, Princeton University Liberates. Perform cataloging of monogradus in Near East languages entire RLIM database, AACR2, LC subject headings and classification. Properse authority records for input to NACO, Reviews member copy to combine, with extraleging standards. Respiratory for the Computers, propring and decide and prophens, propers and motive and pro-

Editor College Periodical

cocurricular life of the cottege.

Qualifications Bachelor's degree with a minimum of four years of experience in writing, editing, or publications management, preferably in higher education. Though knowledge of grammar, mechanics, and apple. Ability to write in a blowly and engaging manner. Familiarity with computer applications, as well as photography, graphic shalps, and prist production. Surp interpersonal and shapp, and prist production. Surp interpersonal and supply and production of the unique nature of e liberal arts college.

Send remma and sample of work, including at least three writing samples to Personnel Services, C62CI, File #50, Statumore College, Saratoga Springs, NY 12866. Review of applications to begin Sept. 1, 1992. dmore College is an affirmative action/equal opportunity

SKIDMORE

DIRECTOR, DIVISION OF BIOLOGICAL INSTRUMENTATION AND RESOURCES

NATIONAL SCIENCE FOUNDATION Washington, D.C. 20550

NSF o Directorate for Biological Sciences is seeking qualified condicions for the postline of Director, Division of Biological intertumentation and Resources. The Division is exposurable for programs in multisure and Resources. The Division is exposurable for programs in multisure and Resources, the Division is exposurable for programs in multisure and the control of the Control

Applicants should contact George Pilitmon, Jr. on 202-357-9555 (heering impaired individuals may cell TDD 202-357-942) to request Announcement EP 92-10 (RSS immitted term) endore FP 92-20 (IPA) for complete qualification requirements and epplication proceduree. Applications must be received by 92-200.

Equal Deportunity Employer

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Director Financial Aid

UNIVERSITY OF GUAM

The University of Guam solicits applications to establish a list of eligibles for the following non-tenure or tenure-track, full-time position—subject to the availability of funds:

EXTENSION AGENT I-MEDIA \$36,954.00-\$47,685.00 per ennum

NATURE OF WORKs This is responsible, professional work, moderately complex for an early-to mid-career level, involving profidency in written and visual literacy, demonstrating and executing the detension philosophy in medited form and scientific method and scientific information in medited

Imm.
MINIMUM QUALIFICATIONS: Graduation with Bachalor'e degree (Mester's degree preferred, but and required) in Communication, RadioTVM-Film, Media Arts, Graephic Design, or a related field from acceptance callege or university, and a reinformer of these years of work experience.

A control of the second of t

UUS trauses, mangities, Useam 96928.
For more Information call (671) 734-9109, 734-9455, 734-9535 on Quern, or call Dr. John Rider, our gramentables on the U.S. Mainland West Coast, told-free at 1-800-021-9233 between the hours of 800 pm, Pecific Standard Time. The University of Quern as on Equal Employment Opportunity, Affirmative Action Employer.

UNIVERSITY OF CALIFORNIA, LOS ANGELES

Director, Humanities Computing Facility

BITECIOT, HUMBAILLIGE COMPULING NACILITY
THE UCAL Division of Viscousities, is the College of Latens and Science, is seeking a Director for the UCLA Humanities Computing Netlly.

The Faility, services the computing needed of the Humanities faculty, students and staff of 20 scodemic tunits. Opened in 1987, the lacility of the needed of the Humanities of the New York of the New Yor

ten technology in the husinalistic.

The Director propriets the Assistant Dean of Humanilias and switch in the Director propriets the Assistant Dean of Humanilias and switch in these consultation with the committee appointed by the Dean to provide agrication convergating policies end envirolistic. The mean all saley jain the surge of \$45,700 in \$56,000, depending upon qualifications and experience of the sale o

Chat, HCD Drector Search Committee
Department of Philosophy
University of Cellifornia, Lot Angeles
Las Angeles, CA 1902-193
The search committee will begin the screening process un Suptember
18, 1992.

UCLA is en Equal Opportunity, Affirmative Action Employer. Minority and woman candidates ere encouraged to apply.

MARSHALL UNIVERSITY RESEARCH CORPORATION

Research and Contracts Development Administration

GRANTS OFFICER

The Morrish Otherwity Research Congression Is auditor as architecture out materials which all probes yet of Morrish Land Congression Is auditor as a minimum out materials probes and obtain gasts and contrary proposals, requisite the intern of agreements and probes and obtain gasts and contrary proposals. Requisite to the obtain proposals which is a proposal to the contrary of the contrary of

Hoste's department, his years of experience preferably in university grants and contract development and administration, excellent interpreparal and communications with.

rife with names and phone numbers of three references by September 15, 1992 Mr. R. L. Schelling, Essentive Director Manhall University Research Corporation 1050 Fourth Avenue Huntington, WV 25755

(Re-opened)

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LIBRARY Head of

Illinois Institute of Technology local-ad three relies south of Chicago's Loop, a locking for a fract of Tech-rical Bervices at our Cash's Library. The library holds 400,000 volumes including 25,000 series and is ded-cessed to outstanding series to stu-dents, isoutly and researchers.

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ASSISTANT/ASSOCIATE DIRECTOR OF OPERATIONS

NATIONAL CENTER ON POSTSECONDARY TEACHING, LEARNING & ASSESSMENT

Nominations and applications are invited for the position of Assistant/Associate Director of Operations for the National Center on Postsecondary Teaching, Learning and Assessment. NCTLA is a five-year, \$52 million research and dissemination center funded by the U.S. Department of s tree year, 33.9 million research and desemination center tindee of your U.S. Department of Education's Office of Educational Research and Improvement (OBRI). A consortium of elx major universities and thirteen nationally prominent researchers, NCTLA is located at The Pennsylvania State University and directed by e faree person team to whom the Assistant/Associate Director will report.

The Assistant/Associate Director of Operations will be responsible for the overall management and operations of the Center. This includes conducting meetings of the research team, preparation of quanterly and namel propris for the goverament, coordination of Center activities with its National Advisory Board, on-pole plaison with OIRM program officer, and the Center's budgeters oversight and administration. The Assistant/Associated Director of Operations will keep the research team of the Center's program of the Center's program of the Center's budgeters oversight and administration. The Assistant/Associated Director of Operations will keep the research team.

Qualified candidates should heve e Master's degree (Ph.D. or equivalent riegree preferred) and at least five years of mild-level administrative experience. Experience edministering funded research le reble. Necessary ebilities include organizational and budgetary skills, ability to triage multiple hasts, strong writing and editoried skills, and good interpersonel communication skills. The position requires flexibility and the chilly to handle the multiple taske ossociated with menagement of a

This is a three-year, fixed-term position to begin December 1, 1992, with application materiale due AUGUST 15, 1992. Selary commensurate with qualifications and experience. Applicants chould send a lotter of application, evile, and the names, addressee, and phone numbers of three references to:

Dr. James L. Ralcliff, Director NCTLA

The Pennsylvania State University 403 South Alien Street, Suite 104 University Park, PA 16801-5252

PENNSTATE



The National Center is a consortium housed at The Persusylvania State University that includes the University of Niinols at Chicago, Syncuse University, Northwestern University, Arizons State University, and the University of Tennesson.

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DIRECTOR OF ADULT EDUCATION

The College of Lake County, a progressive community college located hasher y between the Ohioago and alliery between metropolitan areas, seeke a cynamic between the Community of the County of the Co

Reporting to the Associate Dean of Adult Education and Extension Services, you will provide leadership for a com-prehensive Adult Education Program, Dutles Include man-relight, developing and succinct. prehensive Adult Education Program Dullsan Induction man-aging, developing and evalu-sing courses in adult educa-tion, ESI, family and wort-piace literacy. Will also pre-pare expenditure reports and grants for external funding, landig. Billing and active ties instruction.

ate instruction. We negute a Master's degree in Auti Education or resisted field, a minimum of 3 years acceptance in a strong back postupor and a strong back pround involving the planning of programs and services. Excelent organizational, communication and insepresonal acide are a must.

skills are a must.

We offer salary commonsurate with advanction and experience. For consideration, a consideration, a consideration, and the salary THE COLLEGE OF LAKE COUNTY

AA/EOE
Minorities and females are
encouraged to apply.

Services for Students with Disabilities Manager UNIVERSITY OF ALASKA ANCHORAGE

The Linkversity of Aloska Anchorage (LIAA) is looking for an excited, innova-tive manager to administer the Students with Disabilities program. Rull-time, 12 month position.

12 months postion.

Minimum of a Master's degree in rehabilitation counseling, speciel education, college student personnel, public administration, highrer education ediministration or related field as well as brine to five years' experience working with individuals who experience e disability, preferebly in a post-secondary institution. Demonstrated knowledge of a variety of disability needs.

con. Demonstrated innovincia of a vinitary of disability needs. Demonstrated allily in program renorgeneral and contribution to include contribution of the program renorgeneral program of the contribution will allow of pervices, trailings, and grant writing. Demonstrated knowledge of Americans with Disabilities Act and other state or of include any quietter of Americans Sign Language or Priging Signed English. Demonstrated delity, services are supported to the program of the program of the program of the program term removal grant Language or Priging Signed English. Demonstrated ability, services the program of the language of priging the program of the program of the program of the language of the program of the program of the program of the language of the program of the program of the program of the services of the program of the program of the language of the program of the program of the language of the program of the language of the program of the language of language of the language of language of the language of language language of language language of language o

Personnel Services Office University of Alaska Anchorage 3890 University Lake Drive Anchorage, Alaska 99508 Telephone: [907] 786-4508; FAX: [907] 786-4727 UAA is an AA/EO Employer and Educational Institution.

Must be eligible for employment under the Immigration Reform and

Control Act of 1986.

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Director of Athletics (Men and Women). The University of Texas at Arlington invites applications and nominetions for the position of Director of Athletics, UTA is NCAA Division I end e mamber of the Southlend Conference, competing in seven men's sports end seven women's sports. Letters of emplication end e complete resume elong with the names, addresses end telephone numbers of et least three credible references should be sent to Dr. Ryan C. Amecher, President, Box 19125, The University of Texes et Arlington, Arlington, Texas 76019-0125.

Deadline for application is August 31, 1992.

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North Carolina State University DIRECTOR OF DEVELOPMENT AND COLLEGE RELATIONS

College of Engineering

Applications and nominations are invited for the position of Offector of Development and College Relations in the College of Engineering. Development and College fieldamen in the College of Engineering.

The College of Engineering The College of Engineering at North Carolina State University in exceptions as one till selected college of engineering the College of the Section College of engineering that the college of the Engineering of the enables by 125. News, the College countries have an evolution 47.00 students, graduates almost two poerces of the baccalarester and then 21.00 students, graduates almost two poerces of the baccalarester and the enables of the Section Section 21.00 students and the Section Sec

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MUMarquette University

Senior Advancement Officer

Responsibilities Mergenite University is session applications for the post time of Sender, Advancement Officer, Responsibilities include outside of Sender, Advancement Officer, Responsibilities include outside the Sender of Se

Submit letter of inquiry, resums, and names of three professional references by August 24 for

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Director, Regional Advancement

Murquelle University

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OBERLIN COLLEGE

Assistant to the Dean College of Fine Arts

Ohio University Athens, Ohio

The College of Fine Arts at Olito University invites applications for the publicate Analossis in the Oean. The Analossis is also Dean report directly in College and the Analossis is also Dean report directly in College and the University of the College and the India Analossis and individual development and formulation of related policies and pseudoptic account of the College and the College and

grammelic information; and serves as coundinator of special College events. Candidate must haid a backelar's degree is those weddence of progressively responsible administrative experience; have working knowledge of micro-compater data processing applications; eferomaterised skill in historical analy-sis; experience in employee rationers; and the ability to identify complex administrative issues in a large and diverse College.

Application deadline: September 1, 1992 Salary: \$35,000-\$40,000

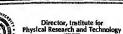
Position available: October 1, 1992 or upon completion of successful

Application procedure: Please send letter of application, résureé, and the names, addresses and phone numbers of three references to:

Or. Data Wilson, Dean, Callage of Fine Arts
Ohio University
Jennings House
Athens, Ohio 45701
Phone: 614-593-1808; FAX: 614-593-0570

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BULLETIN BOARD: Positions available

(IPRT) IOWA STATE LINIVERSITY

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net PT. (IRSIADA).

The necessid cardidate must possess the Ph.O. in a physical science, egiptecting or related field. Cardidates should have all least three year repetates in management of a research prograte that included sweezed principal investigators, as well as a specious with a variety of research funding that the properties of the professor. The professor is a professor of the professor is professor to the professor in the professor in the professor is professor.

Persons wishing to be considered for the position or wanting to nominate a

id write to:
Chair, IPRT Director Search Committee
Office of the Provost
fows State University
107 Beardinear Hall
Arnes, fowa \$0011

Applications should include a letter, a complete curriculum vitae, and flie names of five references, Review of applications will begin on October 15, 1992, and the position will be available (natura), 1, 1993, or at soon liberater as the successful candiciate is available). Women and nileurilies are especially encouraged to to apply

lowa State University of Science and Technology is an equal concernity, alignative action employer.

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COORDINATOR OF MULTICULTURAL SERVICES

Join dedicated, caring professionals of The Children's Village, a treatment contex for boys ages 5-14. You'll be part of an interdisciplinary team that halps abused, abandoned and emotionally disturbed boys improve their lives.

New program to advance agency's work in the area of cultural sensitivity to its cliente, the majority of whom are Latinn, African-Caribbean & African-American. Key responsibilities of the position are to:

- enhance staffs' cultural competence in the delivery

enhance static courter temperature of elinical services
 improve aftercare services through greator understanding of kinship systems.
 ensure that the living environment and cilocal services of the entiages support and wildrick the services of the entiages support and validation.

Must speek Spanish & have experience in designing d implementing culturally responsive programs for at risk yould end their families, preferably in child welfare or residentle soltings. Solid laterportsonal, oral and written skills a must.
Ability to work flexible hours within a 20 hour work week.
Bachalor's degree required. MSW preferred. Salery

Send resume with salary requirements to:

the children's THE CHLOREN'S VELAGE

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HOBART AND WILLIAM SMITH COLLEGES

Director of

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QUALIFICATIONS: Master l-level dayne or certification in relevent professional lade preferred. Meanment two years' expedence secreting in international programs development or higher adocation nativalentation. Another property and property and property of the control of the

st to:
Search Committee, Director of O8-Cempus Programa
Office of the Provoet
Hobert and William Smith Colleges
Geneva, New York 14456

Review of applications will begin August 19, 1992 and continue until the position is filled. Hobert and William Smith Colleges are Equal Opportunity Employers.

Director of Public Services Hamilton College Library

Hareflion Colloge Library lavtins applications for the position of Director of Public Services. The Director manages the Reference, Circulation and Interference Long Director and Junear Children's Library L

operations, posming for instee developments and coordinating public service pragrams with hisses of breinkal storyice and sulciviated units and sulciviated units. The Director like weeks to the development of cooperative that the property of the service programs of the service programs of the service programs of the service programs of the service o

Hamilton College it an Equal Opportunity,

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Coverage of breaking news that affects higher education-from state capitals academic conferences, and country and the world -

every week in The Chronicle.



UNIVERSITY LIBRARIES

The advertisement for five library faculty positions at Virgioia Polyrechnic Inarture and State University which ran in the July 15th issue of the Chronicle contained errors at the text of two of the positions. The corrected copy for rhose positions is as follows:

The University Libraries are a member of ARL, and consist of Newman Library, branch libraries and consist of Newman Library, branch libraries in Architecture, Geology, and Vererinary Medicine, and reserve collections to Northern willion volumes, with particular strengths in science and engioeering. Home of VIIS, en integrated olinic cardio, Visignia Tech officer outstanding opportunities in library automation. Applicanous are invited for the following library. faculty positions.

we are an equal opportunity, affirmative action employer with a commitmeor to diversity and we welcome applications from qualified women and minority candidates.

Liner Education/Humanities & Social Sciences Ouer Equication running as Social Sciences Reference Librarian (2 positions available); Reports jointly to the Head of the Humanities! Social Sciences Reference Department and to the Prioripal Bibliographer. Participates in the Priocipal Bibliographer. Participates in planning, implementing, and eviluating a com-prehensive program of library instruction. Pro-traction of the property of the pro-traction of the property of the pro-traction of the pro-perticular of the pro-traction of the pro-perticular of the pro-traction of the pro-perticular of the pro-perticular of the pro-traction of the pro sciences field. Provides reference deek sorvice as scheduled, including some weekend and evening hours. Qualifications Required: ALA scredied MLS. Strong comminents to library instruction. Broad intowkedge of eculeanie library instruction sciences and homaniliste fields. Ability no communicate effectively with students and faculty, individually and in group entities, and faculty, individually and in group entities, Desired Instillating with computer applications in library instruction. Teaching a perselence.

Desinei: familiarity with computer applications in library instruction. Teaching seprelence. University Archivists Reports to Hearl, Special Collections Department. Responsible for irevolutional control of the Collection of the

These two positions are full-time, 12 month library faculty appointments. Beginning profes-aioosi selary from \$22,000 to \$24,500. Higher aionai saiary rom \$2,2,000 to \$24,200. Highe salary commensurate with qualifications and experience. Librarians are eligible for TIAA-CRER, 24 working days' vacation per year. Generous sick leave. Blue Cross/Blue Shiekl. Life insurance. Tuirion walver.

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To Apply: Send letter of opplication, résuné, and the names, addresses, and telephone numbers of these references or Universe, Arc. Carby C. Robinson, Personnel Assistant, S. O. Box 90001, Backelstrag. VA 24062-2001. Review of applications will begin August 17, 1992 and constisse until positions are filled.

Virginia Tech hires only U.S. citizens and lawfully authorized alien workers.

An Equal Opportunity I Affirmative Action Institution

In preparing for a major capital campaign and following the recent appointment of Gregory A. Volk as Vice President for Development and External Affairs, Lawrence offers several opportunities for divelopment ptiffaision-

Director of Davelopment

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The District will report to the Vice President for Davidoprent and External Action and will be exponential for planning and managing by a paper of the Action and will be exponential for instance trapost additionate the production of managing maintain compact flames and of pelet flames and of pelet flames and of pelet flames and the assected flames and the assected flames and pelet flames of managing and involved in the cultivarious and subidistance of unjoin and planned gifts and working closely with the campage terring committee and the president in company activities.

company actorities. Qualifications: Applicants must possess a bachelor's degree; nive years' or more development experience, perkably or higher educations strong under-personal ability, knowledge of all aspects of final rating and companier and protect management system; strong writing abilities; and an understand-ing and appreciation of librard educations.

Director of Planned/Mejor Gifts

Director of Planmad/Major Gifts
The Director of Planmad/Major Gifts will report to the Director of Development. Livenice seeks to territ a senso development professmal to propose the propose of the professmal of proposed professmal control professmal development of the profes Qualifications: The successful randicine will passes a backerior depre-and five or more years of progressively responsible fund-sasing experience. Capital entrypian experience and knowledge of planned giving a reducined. Exceptional organizational and merepassion is kills and solid writing and oral communication stills are essential a squimentary.

Associate Director of Development for Planced/Major Gifts

The Anisation of Amotice Outerer will repost to the Orrectos of Planead Major Giffs. A personable and creative individuals is sought to participate directly in the intellification, cultivation, networkship, and solicitation of major and planead gifts prospects. This individual will assume responsibility from managing a specific angeainst of the domor and prospect constituting and the major angeline angeainst the domor and prospect constitution; and the major angeline planead you specific projects within five campaign and the major analogs planead you for section projects within five campaign and the major analogs planead you got projects.

Qualifications in addition to a backelor's degree and three or more years of fund-raising experience, preferably in higher education, the nucessful candidate will possess arrong interpersonal, writing, and ord communication

Please send a lenser of application and résumé, including the nantea of three references, by August 31 to Less Erickson, Circette of Human Resources, Lawrence University, Appleton, Wisconsio 54912-0359.

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Curator, General Research and Reference Division

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Caulified candidates must have a MLS from an ALA accredited Library School and mislamum 4 years of progressively responsible chamistantive experiences in a reason. History environment. According to the control of the

We offer a starting salary of \$38,930 plus excellent benefits. For prompt consideration please and resume in confidence to: Hurman Resources Dept. DC-3

Candidates selected for consideration will be contacted for an interview
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The New York Public Library 8 West 10th Street, 2nd Hoor, New York, NY 10018

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to diversity within its community,

Director of College Relations

Hamilton College seals applications for the position of Director of College Relations. The Director will report to the Vice President of Communications and Development, Responsibilities will fluidate the overall parating, administration and execution of the College's public relations and media allows. The Director will flush develop integrated stategies for maintaining, made relations, and public relations that effectively communicate images consistent with the mission, position of objectives of Hamilton College.

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The position is available starting September 1, 1992, interested individuals should send a letter of application and a returné by August 15, 1992 to:

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Milton K. Herkrader, Jr., Vice President
Communications and Davelopment
Hamilton College
198 College Hill Road
Cliston, NY 13323

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DIRECTOR

Department of Biomedical Communications

Despartment or Extomedical Communications Reals Purplessive St. Lake Medical Committal University interest speciations or communications for the protein of Diversor of Bonnedeal Communications, who is responsible for proteining desirably since and of 200 employees and the communication of the communication of the communication of photography, districtation and design, incideding computer proteining and bonne confidence of the communication of the



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CURRICULUM DEVELOPMENT - SPECIALIST -

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Continuitions Master's Degree in Curiculum Development, Vocational Education, or related despine of a quivelent combination of selection and work appellance, and thirse years tasching experience preferably in a vocational standard filed filed within and ordi communication ability activation and the selection of the program of the prog

or nacissary position to etait as soon as feasible through June 30, 1983. Continued omployment confingent upon extended funding. Took Prep I se Intra-year grant funded project requiring veerly approval. Salary - mid to upper \$20%. Submit latter, resume, and list of three professional references to: Human Resources (18), Pannaylvenia Collage of Technology, Ona Collega Avenue, Williamport, PA 17701. Applications will be accepted until August 26, 1982, or until a subtilio condidate is terrification.

Located in North Contral PA, the Collega is a two-year institution with a national reputation for the quelity of its advanced technology programs. Pann College is a component of The Penneytvaria State University but maintains its own mission, goals, and board of directore.

An affirmative action/equal opportunity employer Women and minorities encouraged to apply.



UNIVERSITY OF VIRGINIA MAJOR GIFTS OFFICER **Curry School of Education**

Revised

The University of Virginis is seeking applications for the position of Molor Clifto Officer for the Curry Serbotod of Education. This position will have joint of the Curry Serbotod of Education. This position will have joint of the Curry School of Education and the Curry School of Education and the Curry School of Education and the School of Education and the School of Education and School of Education Curry School of Education Curry School of the Curry School of Education Curry Sc

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This administrate beculy position requires a backerior degree with a meter's degree desirable and lince to five year's experience in fund rabbing with evidence of incessing responsibilities and growth. Candidates should have ununderstanding of development in higher edication, especially al a complex research university. Desired qualifications includes supervisory and managerial experience and skill, excellent organizational, interpersonal, and communications skills. Reducation to Chardelessifie is increasary.

ions would be appreciated by August 31, 1992, but will be accepted position is filled. A letter of application and resume should be sent

Associate Vice President for Overlopment University Overlopment Office The University of Virginia Post Office Box 9013 Charloteville, Virginia 22906-9013

The University of Virginia is an Equal Opportunity, Affirmative Action Employer Women and minorities are encouraged to apply.

INVER HILLS COMMUNITY COLLEGE Inver Grove Heights, Minnesota

DIRECTOR OF RESEARCH & DEVELOPMENT

Full time, 12 months per year, Reports to College President. Coordinates college's research efforts, development initiatives, and supports strategic and operational planning efforts.

Minimum Qualifications Bachelor's degree in relevant discipline; Master's Degree preferred. At least three years of relevant professional experience in a higher education institution. Demonstrated expertise in both research and resource development endeavors.

To apply, submit all of the following: cover letter, résumé, transcripts, and three letters of reference by August 28, 1992 to:

Inver Hills Community College Attention: Personnel 8443 College Trell Inver Grave Heights, MN #5076

MANAGER OF STUDENT SERVICES National Center on Deafness

The National Center on Deafness (NCOD) offers a variety of support services to more than 200 deaf not hered-chessing students amount and consuming from the cross of these services. Found in 1972, the NCOD provides students with one of the noted comprehensive maintenance college processes and past services. Founded in 1972, the NCOD provides students with one of the noted comprehensive maintenance college processes and adjust accellate and culturally in the campus community.

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sends over 305 (000 students (2) (000 FTE's and approximately one-third electric minorities) are with Margare many to the Progress of the NCOO and the supersible for impellmental progress of the NCOO and the supersible for impelmental part of the NCOO and the supersible for impelmental part of the NCOO and the supersible for impelmental part of the NCOO and the supersible for impelmental part of the NCOO and the supersible for the NCOO and the NCOO an

the Date of Annalatment: ASAP.

Effective Date of Appointment ASAP,
Applications: Candiciates must show a latter of application and current
eleunst postmented no later them September 19, 1992 to:
Office of Personnel and Employee Relations (OPER)
California State University, Northridge,
1811 Northridge Admin. 51-5, Northridge, CA 91330

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Hesser College is seeking individuals with college experience to assume the following positions:

The responsibilities of the position as Bursar include billing and collecting student accounts, interfacing with Financial Aid to insure timely and occurate disbursements, and managing the Accounts Receivable department.

The successful condidate must have strong interpersonal and managerial skills. The individual should also have a Bachelor's degree and experience in sudent inculvables and collections. Respond to: Sentor Vice President/Treasurer.

Controller

Reporting directly to fine Executive Yico President/Treasurer, the responsibilities will include a loaderable role in the implementation of a new computer system to handle in Collegi's accounting and audeal information needs as well as supering distance was fine decided ecounting introdion. The Controller will not be reported for the internet or a seek and reporting reported for the internet and as each according introdion.

The successful condicions will have strong interpersonal stills, experienced monogenic stills and have a disclosed knowledge of EPP and moved systems. The Individual should old have a Bechalor's degree in accounting, experience in abundant receivables and collections, and experience and collections, and experience and controller. Respond to: Executive Vice President.

Please send cover letter with current selery and



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Medicines Student Health Service at the by the section of William and Mary section and by this with strong background in general medicine to provide primary care for ele-tent sepulation. BC/HR to Ff. 1M or Pedi-licis preferred. Experience in prote necicine, out-pattern symeology, mental MARA Alternation.

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COUNTY

LIBRARIAN

Union County College seeks applications for the position of Librarian (Junior) at the Blazbeth Campus. This is a full-time twelve month position reporting to the Library Onlesto. Responsibilities involve relevance solvies, library historicion, staff scheduling and supervision, collection development and other related college. Provide reference of the college of th

We are seeking a candidate who possesses socialism or all and written communication skills, the ability to work well as a part of a loam as well as independontly, ismillarly with all leasts of reletance service, and the ability to work well with users and colleagues. Must have MLS from an ALA-secretified infellution. Exportance in a multiloutural environment and knowledge of Spanish holpful. Relorence specified and bibliographs in throughout and or the control of the

Union County College is a comprehensive community college on reling approximately 10,000 eluterine at three locations. Located in mid-oranic view of the located in the located in the control view of the located in the located in the located in the located view of the located in the located

Send letter of application and resume no leter than August 20th lo: Personnel Officer, Union County College, 1033 Springfield Avenue, Crentord, NJ 07018.



DEPARTMENT OF CAMPUS LIVING

Title: Area Coordinate Type of Position: Pull-time, professional, live-on position with flexible work schedule.

work schedule. Qualifications: Mester's degree in Studen.] Personnal Administration or related finel plus two years "hall-time experience in residence halls. Responsibilities eventing as a number of the professional reindence services said, in the Area Correllinates in responsible for apporting student devices and services are services and services are serviced as the services and services and services are services and services and services are services are services and services.

How to Apply: Send letter of interest, current résumé and three written lettere of reference les

ce to:
Area Coordinator Search Committee
Office of Campua Living
103 Hilliop Commons
University of Meins
Orono, ME 0469
Fax: (207) 581-4714

Deadline: Position open until filled. The University of Matric is an Equal Opportunity, Affirmative Action Employer



University of Pittsburgh

SYSTEMS ANALYSTS

Systems Analysis needed for a project developing multiple large-scale, internetized intelligent inton for complex electrods as a little material intelligent inton for complex electrods as allowed to the complex of the complex electrods as a little electrod in the complex electrod as a little electrod in the complex electrod as a large scale with considerable inclusivy consistants, but as part of a major electrod in the consistency project, but as part of a major electrod in the complex electron electrod in the complex electrod i

sential.

4. Experience with a large programming project.

5. Evidence of ability to meet deadlines, to work with considerable self-direction but as part of a cooperative group effort, and to adhere to disciplined programming practices.

References and coce samples required.

Salary low to mid 20%, depending on experience. Reply to:

[OS# A-10905]

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ASSOCIATE DIRECTOR **University Food Services**

immediate opening for a goal-oriented manager with high quality standards and strong mentoring and customer ser-vice skills. Reporting to the Director, the Associate Director will participate in short and long range planning programs and be responsible for the direct management of a large dining unit sarving 4000 meals daily.

The successful candidate must have a thorough understanding of the college student market, a track record of seaming of this burgers determined, a than the control of successful program development and accountability and a demonstrated record of holding positions of lacrossing responsibility and complexity in the College Dinling field. Excellent menagerial and Interpersonal skills are required.

Hill or related degree, or equivalent combination of educa-tion and experience required. Salary range \$42,760-\$48,000 depending on qualifications and experience. Interested parties should make reference to Job Number

ASSISTANT DIRECTOR - FINANCE & SYSTEMS University Food Services

A new position responsible for providing accurate and A new position responsive for provining accurate and timely financial data and enalysis for the purpose of assist-ing Managament in echieving financial goals. The Assistant Director of Finance and Systems will also analyze and managa at manual and automated systems, recommend and implement new systems, and assuma responsibility for the general supervision of the functions of the Office Manager, Purchasing Manager and related office staff.

The auccessful candidate will have a high energy level, be goal-oriented, a self-starter and an afficient leacher with goar-oranea, s somewater and a increant execute with highly developed interpersonal skills. Experience with CBOAD and other current systems is preferred. A Bachaior's degree in HRI, Accounting, or related field, or an equivalent combination of education and experience, preferably in a College Food Service environment, is required. Salary ranga \$35,200-\$42,000 depending on qualifications and experience, interested parties should make reference to Job Number A00043.

To apply for either of these positions, please aubrult cover letter and resume to: Anne Dawlay, Brown University, P.O. Box 1936, Providence, Rhods Island 82912, Brown University is an EEO/AA Employer.



BROWN UNIVERSITY

DIRECTOR, AFFIRMATIVE ACTION UNIVERSITY OF CALIFORNIA, SANTA CRUZ

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ASSISTANT DIRECTOR FOR LIBRARY SYSTEMS

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offens and will articulate, schocale, and represent the Library information technology interest throughout the University.

Library Systems provide throughout the University.

Library Systems provide throughout the University Library which is committed to the Control of the C

ments wout environment.

Familiative with beauty integrated systems in preferred, as in a cumbination of experience with mainframe and microcompater applications and IBM and UNIX based operating systems. Familiarity with open systems design and sandard client-server applications, microcomputer and CO applications is highly desirable.

SALARY ANO BENEFITS: Appointment salary will be based on qualifications and experience. Benefits include retirement plan, health care coverage, life and disability insurance, and paid leave. There is a fultion benefit plan. and distingly injurance, and pass rever, there is a nation selecting and APPLICATION PROCESS: letter of application should include cuniculum vitae and the names, addresses, and telephone aumbers of three references, Review of applications will begin October 1, 1992, and continue until the position is filled. Applications should be sent to:

Denise Weintraub
Personnel Office
University of Chicago Library
1100 E. S7th Street
Chicago, Illinois G0637

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Art Collections Manager

The Schomburg Center Search Extended (Previous applicants need not re-apply)

The Schomburg Center for Research in Black Column of The New York Public Library has an exceptional opportunity for an Art Collection Manager. Will be responsible for the organization management and development of the Center's Art and Artificat politicing. Dutter will include processing, exchanging and menaging our collection of Affairs American and Artifician plannings, prints coaputes and artifician and providing public access no them.

Qualified candidates must have advanced instituting in African American and/or African Art Fistory or Museology. MLS from a ALA according Library School or a Matter A despote in Wise-and Ala Cardidate Library School or a Matter A despote in Wise-and Ala According to the African Alamondo of Sur year experience organizing and managing files at entities, exclusive, and poster collections in a secretal bitery or museum required. Knowledge of cataloging in an on-line evironment desirable.

We offer a competitive starting salary plus excellent benefits. Por prompt consideration please send resume in confidence to: Human Resources Dept. DC-2

The New York Public Library 8 West 10th Street, 2nd Floor, New York, NY 10018

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BATES COLLEGE REGISTRAR

Bates College invites applications for the position of Registras. Its parting to the Vice President for Academic Affirsts and the Dears of the International Conference of the Vice President for Academic Affirsts and the Dears of the Conference of Confere

Bates College, located in southern Maino, is n highly selective liberal arts college of approximately 1,500 undergraduate students and 170 faculty members. Bates is recognized among the nation's loading colleges of Illiemi arts and sciences.

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Assistant Director of Admission HOBART COLLEGE



Founded in 1822, Hobert currently enrolls 1,000 men and is coordinate with William Smith College (850 women). The Colleges, located in Geneve, New York, anticipate of combined first-year date of 500 selected from approximately 3,000 any locate.

Responsibilitation include the full energy of admission activities: evaluation of credentials, intervesting, maintaining relations with schools, applicants and their parents, talk, relativesting, maintaining relations with schools, applicants and their parents in the competition of their parents of the competition of their parents of the competition of

Postion is available immediately to be filled as soon as possible. Please send

w letter of interest and resumt, as well as the names, ack into of these references by August 19, 1992, to: Leonard A Wood, Jr. Director of Admission, Hobert College Hobert and William Smith Colleges Geneva, New York 14656

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Associate Director of Campaign The New York Botanical Garden

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Prestigious hosticultural, educational and scientific muse-um, with substantial programs in environmental education, seeks highly experienced fund-raising professional to par-cicipate with senior staff and voluntors in a projected \$100 million plus campaign. Position reports to Vice President for Development. Superior consumination skills, includ-ing proposal writing, are casential, as well as over five years of proven experience in constituency development, the process of strategizing and soliciting major gifts, and vol-natored development. Burellett bonefits including four weeks' vacation. Send résumé and salary requirements to:

Pessonnel Director The New York Botsnical Garden 200th Street and Southern Boulevard Bronx, New York 10458-5126

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 ${f A}$ calendar of forthcoming meetings, conferences, workshops, and institutes of importance to scholars and college

administrators -

every week in The Chronicle.

NATIONAL SCIENCE FOUNDATION

The Chronicle of Higher Education . August 12, 1992.

Public Affairs Positions

The National Science Foundation INSFI seeks to fill four positions in its Diffice of Legistrive and Public Affairs. Three of the position are for public affairs specialists and the fourth is a supervisory position as Head, Com-munications Resources Section. This section is responsible for NSF publi-cations and internal communications.

cations and memic comminications. NSF is recentified for these positions from colleges, universities, take and lucal governments and nonprofit organizations approved under the Intergovernments and nonprofit organizations approved under the Intergovernments from the Intergovernment of the Intergovernments from the Intergovernments from the Intergovernments, career comployees of little current employer for at least 90 days prior to entering into a multility statignent agreement with a Federal agent. Duration of passingment 11-2 years) reinforcement of salary and other related costs are negliated between NSF and the individual's fratitudies.

regulated occured now no on the moviouse's institution. Successful applicants in the three public affairs specialist positions will successful applicants point and electronic communications plans and readership and properties of the public affairs and are closely with public that, and other public indomation activities; and work closely with public and tion officials in colleges, universities, and other research oriented finallia-tions regarding NSF-supported projects and programs are successful as a loss regarding NSF-supported projects and programs.

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Two of the above gosilions will have a particular emphasis on NSF's Antacrele program. Successful applicants will spend an extended time top to three months) seeds year in Antacreles and mater pass a physical examination and medical acreening for travel to that continent.

Preferred qualifications include an advanced degree in journalism, schena, or engineering. Experience in working with electronic and print media in a major market is highly desirable.

media in a major market is highly deshibed.

The Communication Resource Section Head position will have supervisory responsibility for the development and implementation of all distinctions are represented as the supervisory of the supervisor of the superviso

NST is an independent agency of the federal government established in 1850 to promote and advance sclerible progress in the U.S. NSF accom-plishes is mission primarily by compelitively sweding grants to educa-tional inatitudors far research and education in the sciences, mathematics, and engineering



Student Financial Aid Officer

Responsibilities: Bausse efficient management of the total echolarable, work, gant and loan programs. Provides students with financial aid counseling. Communicates with federal, attale and outside providing financial aid to students with financial aid counseling. Communication with federal, attale and outside providing financial aid to the providing financial aid to the providing financial aid to the providing financial aid broadlers or sit financial aid. Excellent oral and written communication stills. Analytical, and people skills: Hybly developed organizational and of the providing financial aid broadlers or and written communication skills. Analytical, and people skills: Hybly developed organizational and of the providing of the provident for the provident of the provident for the provident for

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Nursings West Texas State University socks a fundly mostler to teach in their machine program in family morales. Re-othermous lackade a Ph.O. in Nursing or a related field, commitment to achievity society and qualification for licepture in Texas. Shary is commenced with achievity and publication of the program of the complete state.

UNIVERSITY OF MARYLAND **COLLEGE PARK LIBRARIES**

Program Manager/Archivist

Contract Appointment

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Qualifications: Evidence of formal erchival instruction and training required. Meatar's degree required; Meater's degree in Library Science with emphesis on erchival study preferred.

new mix imparation of convenience of professional schi-fignations. At least three yeers of spareince as expressional srchi-vial, including administrative and supervisory experience required. In-depth inomission of cricivitie persisted and processing lectrohiques, fund training, public ratectors, preservedors, strategic planning, oral history and use of computers profession. A travial such count-tions at a large academic company preferred. Previous areasynthisting for ordinalisating archivel collections in the field of broadcasting persistent professional control or control

Salary: \$29,702 minimura. Salary comm. with exp. Aveilable benefits Salary, 329,702 mismum. Salary comm. www.sp., Accessors scriptum. Applications: Full consideration, submit relaumé end nameafeddrase as of three references by Soptember 18, 1992. Applications will be accepted until the position is illied. Sand résumés to Rey Foster, Personnel Liberates, Library Personnel Services, McKeddin Library, University Library Personnel Services, McKeddin Library, Librar

THE UNIVERSITY OF MARYLAND IS AN AFFIRMATIVE ACTION, EQUAL OPPORTUNITY EMPLOYER, MINORITIES ARE ENCOURAGED TO APPLY.

DIRECTOR, DIVISION OF **ELEMENTARY, SECONDARY** AND INFORMAL EDUCATION

NATIONAL SCIENCE FOUNDATION Washington, D.C. 20550

NSF Directorals for Education and Humant Resources seeks qualified appli-cable to direct and manage activities of Division responsible for hundring N-12 school, malarments and engineering declaration in areas of techor educa-tion, malarments and engineering declaration in areas of techor educa-for, marietais development and research propages for N-12 autodens, and for hidden and support of informat school education projects in school, marieta-matics and rehandors. Division has a stall of 45 employees and a PY 1992 hadge of \$137.74 million.

budget of \$197.4 million. Sprakformen to the famour Executive Service position will be on a career or 2-year finish term apprintment basis with a salway of 18-2, \$190,000 in \$10,000. \$10,000, Alternative, Jacksice may be adapted under interpretamental and production, relative convertient of the production, relative convertient convertient and production, relative convertient convertient in answer related to K-12 solitons and applications of the convertient convertient

Applicates should contact George Pittenon on 202-357-9565 (heading impliced hidviduals may call TDI) 357-747(2) to request vocardy sensound-ment EP 92-8 (SICS careet; EP 92-8) (SICS hinded term) and/or EP 92-88 (SICS hinded te

EQUAL OPPORTUNITY EMPLOYER

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PLACEMENT DIRECTOR, MIBS (Master of International Business Studies)

College of Business Administration

The University of South Carolina

member of a toam reporting to the Associate Dean for Cheviopencent, the Placement tor, AMIR, will be responsible for the raser planning and placement swivcer pions to sudents in the MSS program, Specific responsibilities will include developing replementing effective career planning and placement stategies and regressers of the planning and placement stategies and regressers of the second planning and placement stategies and regressers of the second planning and placement activation with other units Cedings of Business and the University.

unit comme of transmiss and the University of the AMS program is the College of business Administration at the University of South Carolles is passed of the most presidence instructional business programs in the College of the Coll

Bestiness (AACSB). CULLETE'S A guidant's husiness degree (preferably with an emphasis in interna-tional huriness), two is steem years' work operiors i (preferably) in an international environment); proticionly in all ears one language of the size fingling international environment; proticionly in a least one language of the size fingling international environment and a size of the size

required.

Salary is commensurate with creditrillath and experience.

APPLICATION PROCEDURES. Qualified applies ands are encouraged in palme a resumed as a cover letter highlighting that relevant experience and accomplishments to the Australies Deam for Divelopment, College of Business Administration, The University of South Carolline, Columbia, Sc. 2020. This position is available September 1, 1992.

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DIRECTOR OF ADMINISTRATION

AND TREASURER THE BROOKINGS INSTITUTION

WASHINGTON, D.C.

The Director of Administration and Treasurer reports to the President, and has responsibility for accounting and budgering issums resources the Computer Center to the Computer Center Cen

Requirements include a bashot of degree and 10 years' senior manageme.

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The institution is a private nonprofit urganisation, with a \$20 million budg-er, founded in 1916. It is devoted to research, education, and pullocation in economics, government and foreign policy. economics, government and toreign poucy.

Interested candidates should submit a resume, with cover letter stating salesy bisney, plut a list of three references by August 28 m:

Mg. Zarina Durrant
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Public Safety Lleutenant Job #2-92/93 (3 positions)

(3 positions)

The Portized Community College Department of Public Safety In seeking speaked another college or seased predicationals for the positions of Public Safety Literature. The Literature is the senior public safety supervisor on a compute speaker in the college of the Claff. Sulvivious to on Acceptance of the Claff Sulvivious to on Acceptance of Clark Safety Literature in the personal distinct required of a police or public safety officer with as feast 1 year at the enact of sergeaut or higher. In the selection of the Claff Safety Sa

Education Department, State University College at Cortland, P. O. Bon 2000, Cort-land, New York 13045, This position car-rice a \$4,000 attpend and at hours of unities waived per scenaster.

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A Bulletin Board notice will

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ASSISTANT DIRECTOR OF DEVELOPMENT

ADDIDANI DIRECTOR OF DEVELOPMENT Brighen end Women's Hospital seeks e highly quellled person to teke on major responsibilities within its recently reorganized and refocused development department. Working in concert with other sentor and staff officiels, this individual will plan, conduct, and evaluate fundataling programs related to orgoing and extra fundataling programs related to orgoing and extra comparate, and foundation prospects. Much of the left of require the Involvement of leading members of the hospital community.

A Bachelor's degree, seven to ten years of development experience, and a proven track record in major slift fundrating aed menegement are required. The selected candidate will possess enhustasm, creetivity end initietive, as well as exceptionel organizational, strategic plenning

SENIOR DEVELOPMENT PROFESSIONAL

Beljahm and Womes's Hospital seeks a talested, highly-motivated professional to help piles, conduct, and evaluate programs for oraping support, in addition in marsajing evalety of other campaign functions. Responsibilities will include a meegement of the direct mail and donor cultivation programs that provide a major source of armuel philanthropic income and term as a foundation for other fundataling efforts.

Requirements include e Bachelor's degree, four to six years of professional experience le development, public relations, or a related field, and e demonstrated ability to achieve measurable results. The ideal candidate will possess enthuslasm, creativity. end initiative, as well as exceptional organizational, strategic planning, and communication skills.

DEVELOPMENT PROFESSIONALS

Brigham end Women's Hospitel is seeking e wide renge of telented, highly molivated individuals to help coordinate e variety of functions withe its newly reorganized development program. Cendidetes must exhibit Intelligence, energy, enthusiasm, end the commitment to become strong teem members of e highly chellenged fundrelling effort.

Please send resumes to JMD, Humen Resources, Brigham and Women's Hospital, 75 Francis Street, Boston, MA 02115. An equal opportunity employer.



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Director of Corporate and Foundation Relations

Florida State University Foundation

suppressure. The successful candidate should have a strong record of achievement in corporate and foundation lund raising including capital campaigns. Proposal preparation and submission are lary functions of this position. Staff will include Foundation Relations officer and program assistant.

d applicants should submit a letter of application and resums to: Loretts H. Patterson, Capital Casspaign Director Florida State University Foundation, Icc. The Hecht House - 634 West Call Street Talls hasses, Florida 32206-4013

Consideration of applications will begin immediately and continue until the position is filled.

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Psychology Chinal Psychology Department of the Psychology Departmen

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CAMPUS DEAN

University of Wisconsin Center Fox Valley

The University of Wiscomin Center-Fox Valley invites, applications and norelassions for the position of Carepus Deas. The UW Genter-Fox Valley, one of ID University of Wiscomin Lenters, its french an explosure afflects are strategy institution; with an enter diment of 1.00 and cons. The campus is Fox Carefor and Careford of 1.00 and constitution of the careford of 1.00 and constitution of 1.00 and 1.00 an

The Dean is the chief executive officer of the care pus and reports to the Caster of the Caster is Maries. Duties of the officer include the Caster is Maries. Duties of the officer include the Caster is Maries. Duties of the officer include the Caster is the Caster included the Caster is the Caster included the Caster includ Onellications

Qualities are required in have professional experience at the college of candidates are required in have professional experience at the college of the professional professional control of the professional college teaching and administrative experience are required to a UW Little's neal-donic department. In addition, the earnifacts and pursues a law of deciding account professional college and college and control of the professional college and college and personal professional college and college and college and college and personal professional college and college and college and personal professional college and college and personal professional college and personal personal college and personal personal college and personal personal personal college and personal personal college and personal personal college and personal personal

Asnuol aalary is \$60,000-\$62,000 plas an excellent fringe benefit package. We untelpate a starting date so later than July 1, 1992. nollestion Procedures

Application a recent rail Replication deadling to October 2, 1992. Candidates should aubinit a letter of application stating reasonal qualifications and interest in the position and a resume. Nonlinations welcome. Send materials to:

Mars Potash, Chair Swareh and Screen Comreitee UWC-Fos Valley 1478 Midway Ibad Menasha, Wisconsia 54952-0002

The University of Wisconsia Center-Fox Volley is no Affirmative Action, Equal Opportunity Employee and encourages somen, members of intensity groups, handleapped persons, ned veteroms to supply. Applications must be occumpated by a statement of whether the applicant wisket to have the application held is confident or a such available to the public appon request.

CHRISTICALINA DE HOUSERRO HARRANTO HARRANTO HARRANTO HOUSE RE LA HOUSE H



Division of Educational Services

Expanding division is seeking onergetis, abilist education specialists who are laterested in consulting with medical sobool facality on the design, implementation programs.

SENIOR TEST AND MEASUREMENT SPECIALIST
Master's Dogree in Educational Psychology at Education with emphasis in
measurement/leating; min. 3 yes.' asparience in higher education.

SENIOR EVALUATION SPECIALIST
Master's Degree in Educational Psychology or Education with emphasis is
educational evaluation; mis. 3 yes, especience in higher education.

INSTRUCTIONAL DESIGNESS
blaster's Degree is Education with amphasis in ID; mis. I year's expericace in higher advantion (two positions).

Qualified applicants should submit their CV to J. Rehm., Sr. Adm. Assistant, Division of Educational Sorvices, Medical College of Wisconsin, 8701 Watertown Plank Road, Milwaukee, WI 58226.

Equal Opportunity, Affirmative Action Employer, MIFID.

DIRECTOR

Counseling Center

The University of Maryland Baltimore County seeks at Director to administer, coordinate and supervise Counseling Gooler operation. Six professional staff and five speychology graduate interna condust comprehensive program of percental, scolarl, educational and voccupional individuol and group counseling and testing.

Popular insurance and segure observating to Pite Peneddeol for Studant Alignin overliche Immediately but opportunite. Ph. 1. required, preference of the control of the preference of the

iand Solory Plan.
Leitam of injects, résumé, and names, addresses and islephons
numbers of three references must be received by September 1, 1984 o
refective tuil Consideration. Send to: Dabra Bliverison. Search Choir,
Student Health Services, University of Marytand Bolitinors. Raffilmore, Maryland 21225-5988. D. Soulis Johnson Islaviewing of APA.

UMBC to on AA/EOE.

هكذا من اللخزل

MANAGING DIRECTOR OF RESOURCE DEVELOPMENT, PLANNING. AND INSTITUTIONAL RESEARCH

Community Collages of Spotkane is recruiting for a Managing Director of Resource Development, fisming, and institutional Research at Spotkane Falls Community Collage to develop search all long search as College, controls the search process of the College, controls the search process of the College, controls the search process of the College, controls the College of Colleg



DIRECTOR OF ADMISSIONS

United States Merchant Marine Academy at Kings Point

The Director of Admissions plans and implements all activities of the admissions program including self-service recognitions, reference, and recognition are present to place development and administration of college admissions programs, excellent out all on when communication and recognition and recog

pre commissions program.

The Academy, one of this 5 federal academies, is a four-year residential college of approximately 1,000 students, Administered by the Department of Transportation, its baccalasureste degree program propares selected young men and women for service in the United States Marchant Marina and the United States Naval Reserve.

This is an axcepted service position in the Federal government. U.S. citizen-ship required. Salary competitive and commensurate with experience. Send latter of application and resumé immediately to:

ACADEMY PERSONNEL OFFICER - B U.S. MERCHANT NARINE ACADEMY KINGS POINT, NEW YORK 11024-1699 Review of applications will begin August 17 and continua mill a sultable candidate is found,

EQUAL OPPORTUNITY EMPLOYER ME/H/V

State University of New York College of Agriculture and Technology at Cobleskill

EDUCATIONAL OPPORTUNITY PROGRAM COUNSELOR

Tamponary appointment beginning Fall, 1932. To conduct academic, porsonal, casee, and fluoridal aid countells, Conduct COP stadent support conductives, and countells, Conduct COP stadent support less Sachler's deport in Count, indeed pit Premeter, and senset activities. Sachler's deeper in Count, indeed, pit Premeter, and senset activities. Sachler's deeper in Count. Indeed, Sachler countelles designed formet. Experience working with disabranaged and underrepresented postulation regulated. Experient in laste of a spitication, transcripts or copies outliers intendialsely. Satisfin fleet of application, transcripts or copies outliers intendialsely. Satisfin fleet of application, transcripts or copies of the restrict satisfic and the control of the name and address of of their references to:

Dr. Renee' Scialdo Shevat frector of Haman Resources Management State University of New York College of Agriculture and Tachnology Cobleskill, NY 12043 An EO/AA Employer



The most extensive listing anywhere of jobs available in higher education -

every week in The Chronicle.

DEAN

School of Business (Bloomington/Indianapolis)

INDIANA UNIVERSITY

The School of Business at Indiana University is seeking applications and nominations for the position of Deen.

nations for the position of Lieen. Responsibilities: This Dean provides innovative academic and administrative leadership to this School of Business in a time of change and is responsible to the financing and operation of alght departments. This Dean is apported to articulate the mission of the School, to foster ourstanding teaching, research and service, and to axpand the resource base.

Qualifications: Candidates should have alther the qualifications and achievements consistent with a terrured appointment as *tull professor are* business baciground with an outstanding record oil leadarning and achieve-ment and a demonstrated commitment to and understanding of higher adu-cation.

Jestratias quanticutoris reputate:

a salilly in lead and manipa liscuity, students and staff,
a contributions to existence in teaching, research and service;
a contributions to existence in the contribution of the disciplines, and the contribution of the disciplines, alumnif and business likadess;
other disciplines, alumnif and business likadess;
a ability in fund raising;
oundestanding of this International business environment.

This School: The School offers degrees at the Bachalor's Master's and Doctor-ate levels. All three are highly ranked programs radionally. The School has an arroldment of 3.500 underlyadates and 1,160 greatures students, 200 laculary members and 60,000 alumnis it offers a wide variaty of executive development and international extrange programs.

The School operates with a policy of one mission and one lecuity at two locations—Biomington and indianapolis.

Startino Data: The position will be available on July 1, 1993 Applications and Nominations: Applications received before October 14.

1992 will be given priority. Candidates should submit a letter of interest and a curriculum vise or resumé. Nominations and applications should be seen to

me, Nominations and applica Trevor Brown, Chair Osan Search Committee School of Business Indiana University Bloomington, IN 47405

Indiana University is an Equal Opportunity, Affirmative Action employer.

Women and minoridas are urged to apply.

University of Arkansas ASSOCIATE CONTROLLER

The Olike of Pinancial Alfalra at the University of Arisansas is seeking an individual is fill the position of Associate Controller. This position is responsible for the supervision and menagement of the Tiller and Property Accounting dividence of Pinancial Alfales. This position reports to and essiste the Controller to selablish and maintena ecounting system and procedure in configuration with corrent changes in accordancing system and procedure in configuration with corrent changes in accounting sendence. Also, this position will easier be affected to the configuration of the Configuratio

Melmum qualibations include a degree in Accounting or Pinance with a Cartifue Philic Accountant designation. Proven managemia laids, strong tech-pression of the property of the property of the property of the property of the preference will be given to applicants with 3 to 9 years. appreciator is a University financial antivorument. This salery range for list position will be \$35,000-34,000 per year, beared on the qualification of the auccessful candi-

Send letter of application and resume to:

Office of Financial Affairs
Attn. Cathy Renner
University of Arkenses
Administration Building 316
Fayetteville, AR 72701 Applications must be received on or before September 7, 1992.

The University of Arkansas is an equal opportunity, affirmative action institu-tion. All applicants are subject to public disclosure under the Arkansas Free-dom of Information Act, and persona hired must have proof of legal authority to work in the United State.

The Neveda Geriatric Education Center, a new statewide program, is seeking applicants for the following full-time positions:

Resource Coordinators Mester's Degree required; is responsible for developing an educational resource center, coordinating rural contenting education efforts, and establishing lineages with other educational units in the State of Nevada University and Community College System.

mys cystem. Las Vigas Program Coordinator: Meeter's Dayres preferred, is re-sponsible for opening a program office in southern Neweds; requires still in inclusiving controllines, organizing educational programs and groups, klanitiying commisurity resources, and coordinating program activities.

extreme.

Curriculum Specialist Doctorale Degree preferred; is responsible for curriculum review, development and crigoritention of educational programs for faculty enhancement, working with faculty to identify needs and develop new course offerings in gentation and geronicio-

AA/EDE, UNR employs only U.S. citizens and aliens lewfully authorised to work in the U.S.

men end interest für Veinel zurybenbesteten an danzeit conferiellen. Bezeitene im Francisco von der Steine der

BULLETIN BOARD: Positions available

DEAN OF INSTRUCTION

THE COLLEGE Producest Virginia Community College, a public trapper comparison to the community college, as a member of the Virginia Community college, as a member of the Virginia College System. Located on mile turn Chesileteaulte, Virginia College, and the College System College Syst visionent, and evaluation; matterioris surger management, issue-tipio learning resources, an autopopuloris an court doctoris and is-ligible learning resources, and appropriate an experience and is-tered to the matter of the court of the court of the court of the should demonstrate avidence of successful leadership in higher education administration. Additionally, the candidate should be committed to the mission of the community college and prosesses the ability to

communicate effectively.

SALARY: The starting annual salary for this position is \$57,041 to \$61,334. \$63,334.
CONTRACT AND STARTING DATE: The position is a twelve-month
administrative appointment with an anticipated attarting date of January

1, 1933.
APPLICATION PROCEDURES: To be considered for the pusition, a letter of intent to apply must be received no later than Seplember 11, 1992. The letter should late the how the candidate meets the qualifications listed above. The letter should be addressed to:

juid above. The letter should be addressed for:

Description of Instruction of the Control Committee Pediamon Virginia Community College Route, Route, Roy College Route Control Contr

PIEDMONT VIRGINIA COMMUNITY COLLEGE IS AN FOLIAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER.



DEAN OF STUDENT AFFAIRS

Seit May's Colong, a four-year Catholic Beeral arts college for woman with res neuthered 1; 700 located in Noire Darro, N 100 males cest of Citicago, in the colonic colonic

Director of Personnel Saint Mary's College Notre Dame, IN 46556

DEAN

COLLEGE OF WILLIAM AND MARY Marshall-Wythe School of Law

The College of William and Mary Invites applications and no the position of Open of the Marshall Withe School of Law.

Applicants should possess a strong academic background and have a consultment to excedence in professional aducation and research. Experi-ice is legal education is not required. Applications from woman and infinites are encouraged. The Collego of William and Many is an Affirma-tive Action, Equal Opportunity Employer.

The position will be available july 1, 1993. The Search Committee will begin to review applications on October 15, 1992, although the search will confinue until the position is filled. Applicants are encouraged to softmar their letters of application by that data.

Pease send all applications and nominations to: Professor Unda A. Maine, Chair, Dean Search Committee, Marshall-Wythe School of Law, College of Williamsburg, VA 23187-8795.

consideration for the property of the constraint of the constraint

DEAN AND DIRECTOR

OF THE OHIO STATE UNIVERSITY AT MARION

The Chie State University invites nominations and applications for the position of Dean and Director of the Madon Campus.

As one of low response Languages of The Othe State University, Marion offers the first one to two years of instruction for most mation, a two-year Associate of Anti diggers, come apper devictor courses, a texcalcanated dauges in Elemanta and particulation courses, a texcalcanated dauges in Elemanta of the Campus Campus

Commune readents wan ou see-time once open-me security. The Dam and Derector is the exactive leader and administrative head of the comput, has administrative responsibility for its personnel, program, lecifairs, Allier and Province of The Othio State University. The Dam and Director innanges an normal opening budget of approximately live million dollare. Candidates of this position should have:

unagus an innual copanting budget of approximately five million dollare. and datasets or this position should have: a maximal doctorials; a dimonstrated feet of searching and sholeship; a dimonstrated feet of searching and sholeship; deformatisted feet of searching and managerial shife, and a consultance in pretipology governate or a experience in developing and managing an institutional budget. a septement in their-linking and developing tratistional professes and strate-

gic plens; a a commitment to affirmative action for faculty, staff, and students.

Experience in abudent recruitment and fund risking is distribute.

The application should include a letter expressing interest and describing qualifications, a curricular vites, and the names, addresses, and telephone numbers of the referees. It should be sent to:

Driver Petersees, it and/out one sent los:

Peter W. McEnnia, Chair

Marion Campus Dean and Director Search Committee
The Ohio State University

1465 Mr. Vernon Avenue, Marion, Ohio 43302-5695
Phone 614-389-6786, ext. 6271

The Search Committee will begin acreening desices after September 15, 1992, but will continue to receive nominations and applications until the Dean and Director is selected.

and Director is selected.

The Ohio State University is an Equal Opportunity, Altimative Action Employer. Qualified women, minorities, Vietnem-ere vaterens, disabled vaterons and the clashled are encouraged to apply.

DEAN

SCHOOL OF ARCHITECTURE

(Search Extended)

The University of Detroit Mancy, which consolidates the traditions of the Jesuits and the Religious Sisters of Mercy, anrolis 7,500 full-time and part-time atudents. In addition to its McNichols and Outer Drive campuses, UDM has dental and law school campuses.

UDM has daniel and law school campuses.

The School of Architectura is their by by a stong design orientation, anatosis liberal area sequence, integration of cooperative societies, and a sequence, integration of cooperative societies, and a sequence, and a sequence of the sequence of t

Counct. The position is available as soon as a candidate is selected. Applications and rominations will be accepted until the position is illed. Sereeding of applications beginner 500, 1952.

Each application must include a hister that summarises relevely professional exponences, a conduction wise and the names of at least loar persons who are instituted primarile with the qualifications, experience and policiosophy of the histhesis of applications.

presonance of the management of the property of Detroil Mercy, William J. Lowis Chair, Dean of Architecture Search Committee of Associate Provost's Officer Origon, 27,4 4001 W. McNichols Rd., P. O. Box 19900, Detroil, Mil 48.219–6.0900.

The University of Detroit Mercy particularly ancourages applications from women 6. mambaia of minority commanities.

Religion: Australia Professor, or Mainer, Publisher, continuing bendrang July of Publisher, continuing bendrang July of the Publisher, continuing bendrang July of the Publisher Continuing Continuing July of the Publisher Continuing Continuing



Coverage of breaking news that affects higher education - from state capitals, academic conferences, and campuses throughout the country and the world -

every week in The Chronicle.

DEAN OF THE COLLEGE OF LETTERS AND SCIENCE University of Wisconsin-Madison

University of Wiscons-Indexion and of the Control o

Construences.

The position is available january 1, 1993, Applications and nominations should be received by September 30, 1992, to ensure consideration Submit applications and nominations to:

Professor Peter 0. Spear, Chair Search and Screen Committee Dean of the Collega of Letters and Science University of Wisconsin-Medison 134 Bascom Hall, 300 Uncoin Drive Medison, WI 53706 Telephone (609) 202-9327

The University of Wisconsin-System is an Equal Opportunity,
Affirmative Action Employer.

DEAN OF VOCATIONAL/TECHNICAL EDUCATION

ane Community Collage is recruiting for a Dean of Vocational/Techni-turation who will be responsible for all vocational/technical programs: cal Education who walls responsible for all vocational/rechnical control will be responsible for all vocational/rechnical programs, directly supervise some specifit programs supervise Carl Perficie activities will be considered to the control supervise control to the control supervise control supervised to the control supervised



DEAN

Franklin College of Arts and Sciences University of Georgia

Unitversity of LeCorgia

Nominations and applications are sought for the position of Dean, Familia
Collega of Arts and Sciences, University of Canogia, Athens, Gaorgia, The
Collega of Arts and Sciences, University of Canogia, Athens, Canogia, The
position will be avoidable july 1, 1009.

That University has approximately 2,000 facturity and 28,500 graduate and
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The University of Arts and Sciences,
With approximately 700 fast-firms factury and a budget in excess of
\$50,000,000. How College has 30 departments and officers and sciences
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array of degrees as the Seccelaration, instantive and decideral excess of
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mas, suturns, and experient considerate the November 1 are assured of consideration. Norminations enabled by November 1 are assured of consideration. Norminations and applications should be sent to Dava add Ellington, School of Law, University of Georgia, Arthens, 6A 30602. he University of Georgia is as Equal Opportunity, Allimetrie Actios Employsis and encourages applications from women and minorities.

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inter of neptication, vits, transactive, and the names, addressus, and phost sumbarts of three references to Stoteaber 9, 1992. Applications about \$6\$ to not Chair, Secrete Committee. Office of Research Administration, The University of Franciscus, 404. Audy from the Committee of the Committee

DEAN FOR ENROLLMENT DEVELOPMENT

Loyola University Chicago invites epplications and nominations for the position of Deen for Enrollment Development.

ment Development.
Loyole University Chicago is an independent, privere, multicultural Jesuit Catholie Institution or higher aducation end health eare. Loyole's 10 schools and colleges, institutes, 75 secdemic departments and medical center provide the best in quality higher aducation and health ears to attached and priversity and the second of the control of the c

The Deen for Enrollment Development reports directly to the Vice President for Student Affatts and serves as a member of the senior menagement and serves as a member of the senior menagement of the primary responsibility on the University. The primary responsibility on the Vice Market National Control of the Control of the Vice Market National Council of the Vice Market National Council

Financial Aid, report directly to this position. There are 50 full-time professionel end support stelf in these departments. The Admissions Counciling Office recruits and enrolls enerly 1,900 new students to Loyde's full-time undergreduate colleges each year. The Financiel Aid Office processes approximately \$50 million in student ald from ell accures. The Deem has broad-based responsibility for retemition and recording and research as they relate to the undor preming and research as they relate to the undor preming and research as they relate to the undor preming and research as they relate to the undor preming and research as they relate to the undor preming and research as they relate to the undor preming and research as they relate to the undor preming and research as the undergreature student population at the University.

tion et the University.
Applicants for this position will have demonsfreted eucoses in merkeling and recruitment etretegles, student reterrition and research, and e working knowledge of financial aid policies, procedures bable to work as a member of a teem and have societal organizational, communication and interpretational control of the processor is distinct. The opplicant will also have a description of the processor of the

Interested candidates should send a latter of appli-cation and professional vila by Soptember 9, 1992 cation and professional vila by Soptember 9, 1992 ct. Charlel. F. Sames, P.h.D., Dean, Councelling and Developmentel Services, LOYOLA WINYERSTY CHICAGO, SESS N. Sheridam Rd., Chicago, IL. 60825. Loyola University Chicago is en aqual opportunity employer and educator.





Dermouth College invites applications for en control to the college invites applications for en college of Sisteria for the college of Sisteria for the college of Sisteria for the college of Sisteria for cone of the undergashust classes, providing academic consessing and personal advising, working content of the consessing and personal advising, working academic consessing and control to the consession of the consession of the consession of the control of the college college with 4-5 years experience in a college setting or equivalent.

Materials will be reviewed beginning September 14. Send letters of application, resume, end names and addresses of three references to: Dean of Upperclass Students, 5003 Parkhurat Hall, Room 111, Hanover, NH 03793-3229.

Durtmooth College is an Equal Opportunity/Affrontier Action Employes and accordages the applications at woman and minerin

THE STATE OF THE S





DEAN OF THE COLLEGE OF LIBERAL ARTS & SCIENCES

Iowa State University

lows State University invotes nominations and applications for the position of Davin of the College of Liberal Arts and Sciences. The College is the Largest of Lower State's colleges, compising 21 academic departments, of which 17 other graduate deprese—14 at the declaral level. The College, with stotal bauglet of Lower 55 million, Includes one 600 leculty. Departments in the College entrompass the massal and mathematical sciences, the humanities, and the performing airs. The College sets has a number of strong intendisci-

plinary programs

One of JP guide. ANJ universities, power Star is a land-gram university with a total variety psychiatron on more than 25,000 reckleding 4,000 garduser and university psychiatron on more than 25,000 reckleding 4,000 garduser and productional colleges include 5.2 department that other gradual programs, 43 at the doctoral level, a word as it interduciplinary gardusine programs, 43 at the doctoral level, a word as it is interduciplinary gardusine programs, 43 at the doctoral level, as well as it interduciplinary gardusine programs, 43 at the doctoral level, as well as it interduciplinary gardusine programs, 43 at the doctoral level, as well as it is interduciple to position of the programs of the countries of the programs of t

reasonable houling costs, and a lively and wis circularal like. Cardidates for in pastion must be qualified to hold a sensemed full polessor-ship in one of the College's sliciplines; must have an undestanding of a college control of control research and debeggabele cross of scholarly solver control of control research and debeggabele cross of scholarly college control of control of control of control of control of control education; must have a demonstrated commitment to the patriciples of al-imaniles exister, must have appelience in administrating of deefing with complex acidemic organization, with some experience in program devel-quement and self-inperience.

Opmicrowung issuing preserved.

Persons interset in the position should submit a letter of applications, a curriculom vitae, and the names of live references. Review of applications will beginn howomber 1, 1992 and the position will be available is partly as I january 1, 1993. Women and minurities are especially encouraged to apply. ons and applications should be submitted to:

Chair, Liberal Ars & Sciences Dean Search Committee Provost Office loves State University 107 Generalises Hall Arnes, Iowa 50011 5137244-5882



DEAN OF **VETERINARY MEDICINE** Iowa State University

iowe Sate University of Science and Technology is serieng candidates to till fin position of Dearrol the College of Veterinary Medicine. One of 27 public fine position of Dearrol the Longies of Veterinary Medicine. One of 27 public instruction and series of the Series

and 140 gardane indexes.

The successful candidate must possess for degree of locator of viscoling plants and the successful candidates must possess for degree of locator of viscoling plants degree with the support of the support o ted candidates and incividuals wishing to suggest nomi

Chair, Dean ol Veterinary Medicine Search Committee Office of the Provost lows State University 107 Beardshear Hell - Ames, lows 50011

Applications should include a letter, a curriculum vitae, and the names of five references. Review of applications will begin on November I, 1992, and the position will be available as early january 1, 1993. Women and minor-ities are especially ancouraged to to apply.

iowa State University of Science and Technology Is an equal opportunity, affirmative action employer.



An update from Washington on what's happening in Congress and in the federal agencies thet's likely to affect colleges and the people who work in Academe —

every week in The Chronicle.

Saint Mary's College NOTRE DAME · INDIANA

St. Mary's College of Maryland invitor maniesticus and applications for responsions to the bostions of Standard Affair et Marchael Earn of Student Descent Commelting and Marchael Fractionser/College and Standard Standar

Associate Dean OS tudenta Director of Counselling: The College socks dynamic, creative, and tolented educator to provide leadership for a threating Stefan Alfast Stylian. This person will work with the Student Affast to 16 stefan a sense of continuously within the institution and integrate academic and muden like.

so foster a sense of consumenty within the institution and integrate academia and student like. We also placed the constitution of the constitution of the constitution of the constitution programs and provide provide construction of the constitution programs and provide provide construction of the constitution of the constin

Oneston or automat return services.

Qualified candidates will have graduated from an accredited nature practitioner program and be licensed or eligible for hersaute in the State of Maryland. Candidates should have current certification on a beligible for certification as a Nurse Practitioner in the State of Maryland. Previous experience with a college age propulsions in delaired.

age opudation is desired. The positions are avoidable immediately. Review of applications will begin immediately and continue until the positions are filled aslary is competitive should be able on experience and qualificationa, and unicludes the State of Maryshaofis excellent benefit package. Application should send a letter of application, returned, and a list of a legist three references to:

Sharon Murray, Administrative Assistant and Assistant to the Search Committee Office of the Dean of Students St. Mary's Cologo of Maryland St. Msry's City, Maryland 20086

St. Mary's College is su equal opportunity, affirmative action employer. In support of the College's commitment to diversity, women and minorities are encouraged to apply until dentity themselves as such.

DEAN OF LIBRARIES

University of Mississippi

The University of Mississippi invites applications and nominations for the position of Desn of Libraries for the John Davis Williams Library and three transch librares. Founded in Hadde, the University is located in Oxford, a city of 10,000. The University lies a faculty of more than SMI and a student enrollment of 11,000.

enrollment of 11,000.

The Dean of Libraries reports to the Vice Chancellor for Academic Affairs and it a voting member of the University Academic Conneil. The dean will be repursible for administering and planning of the Barry budget, services a format the transport of the properties for administering and planning of the Barry budget, services programs, maintaining and developing library collections; representing the leftery at the test, repond, and national levels; and entering that the library that the large report of the large state of

Confidate must have an AL-accretion MLS. A PLD. In liberary setting or designation of the Confidate must have an AL-accretion MLS. A PLD. In liberary setting or designation is designated by the support of the support

Remark, 120 Third Breef, Basic 179, Option to the control of the c

MOTLOW STATE COMMUNITY COLLEGE is accepting applications for the position of **ASSOCIATE DEAN OF LIBERAL ARTS**

BILLETIN BOARD: Positions available

Minimum Qualifications: Earned doctoroto from on accradited institution and have live yearn' successful administrative and/or teaching experience.

To ensure full consideration, applicanta must out mit a Motlow opplication, resume, and official transcript(s)

Humon Resources Oilico Motlow State Community Collega P. D. Box 68100 Tullehomo, Tonnosses 37388-8100 Tullehomo, Tonnosses 37360 (615) 455-8611, ext. 332

estavo et applications will begin on September 8, 1992, end continue until a qualified applicant le son Referred applications with origin or opportunizers, a text, error communities applicant is employed. Motions flats Community Collogo to en Equal Opportunity Institution and velocentes applications to employ-sert or admission regardises of ega, clashillity, resional origin, religion, zero or veloran adults and a commi-ted to education of a not-racially identificable valued to be communities are encouraged to apply, identifiations of peacons to be considered so considered to consider the position are invited.

DEAN COLLEGE OF EDUCATION Michigan State University

State University invites epplications and numinations to the post-

- all founces;
 appendie leadership within the University's land-grant/AAU mis-tion for planning, coundination, and integration of the College's research, teaching, service, and international programs;
 analysis a strong group and shared planning and annagement, where program effectiveness, and evaluate administrations, Sar-ulty, and still performance;
 appropriate participation to the College's and University's committees.

signate plurality among students, for other, so described into a signate plurality among students, for other and a completenests of the College by communicating with Unbecasity administrator, for all systems, and alcompletenests of the College by communicating with Unbecasity administrator, for all systems, and alcomplete plurality administrator, and plurality and substitutions, and set of the size of the size

Review of applicants will continue until the position is littled. The appointment may begin as easily as famously 1991. Letters of application, including about a famously 1991.

13r. Philip Cavick
Cloir, Search and Rating Crammittee
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che Olia en the Provent
434 Administration Hullding

MSU is an Allimative Actum, Equal Opportunity Institution

Dean, School of Law

Nomhations and applications ere sought for the position of Deen, sold I saw, Linkerigh of Georgia, Athers, Georgia. The School of Law conducts a bull-time program of legal education legit to the LD. and LLM, degrees, it has a hull-time faculty of 34 was gated the body of approximately 680.

and situation body of approximately 680.

Candidates must meet the qualifications for appointment to the nirk of Professor of Law. The person selected should be able to Simulate so foliagle, invalentual environment; work well with faculty, 32, and students; possess managerial and administrative skills; provide the historiests of the School with the constituencies; and be provided to the school with survivalenced; and the survivalence of the school of forest schools of the school of forest schools of the school of the school of forest schools. The school of the school of

The University of Georgia is an equal opportunity, affirmative action employer.

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ASSISTANT DEAN

Assistant/Associate

Provost

ulminisc College is located on an idyllio 170-acre campus in Hamden. Connecticut, a suburb of New Haven and convenient to Hartford, New York City and Boston. The College mission is to provide excellent education in an environment emphasizing sensitivity to students and e strong spirit of community. Current enrollment is comprised of 2,500 full-time undergraduates in the Schools of Allied Health and Natural Sciences, Business and Liberal Arts; and 1,000 students in our continuing education and graduate programs. Additionally, the Bridgeport School of Law at Quinnipiac enrolls approximately 650 students.

QUINNIPIAC ACOLLEGE

Responsibilities: Administering college-wide undergraduate curriculum; facilitating academic program plenning and development of assessment measure intolementine instructional development initiatives; teaching one course per semester; and other duties as assigned.

Qualifications: Earned dontorate: significant sesdemic experience (including teaching, cholarly activity and scademio leadership) with a credible record of accomplishments: commitment to promoting diversity; and an Interest in grant-writing.

Applications should include a curriculum vitoe, letter of interest. and names and obone numbers of several references. The College hopes to (ill this position by Jenuary, 1993. Nominetions and emplications should be sent to: Office of the Provest, Quinniples College, Mt. Cermel Avenue, Hamden, CT 06518.

Outuninisc College is an Equal Opportunity/Affirmetive Action Employer.

DEAN

Gulf Coast Campuses The University of Southern Mississippi

The University of Sunthern Mississippi (USM) invites applications and normalisms for the portion of Hean of the Gulf Coast Campaise of The University of Southern Mississippi with a starting date as early as January 1, 1933.

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Duties and rasponaibilities The Den reports to the Vice President for Academic Affairs on the main campus. Beconatibilities include budgetney and administrative uniters by for the president product and administrative uniters to the president product and administrative uniters of the president production on the sum campus. The Denn in the University's printery spale appearson on the Gulf Coast and should be knowled with a vastery of euternal

constituences. Qualifications must have an earned doctorate, demonstrated leadership and interpenental skills, and a successful amdemic record.

Selecy: Salary is competitive and is commensume with experience and multisaness.

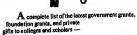
qualifications.

Application procedures. Apply no later than September 30, 1992, by anding a letter of interest, relume, and a list of three professional references with relept interest to the 7 yellor. Service Committee Chair, Southern Stoke. Box 5900: The University of Southern Ministaippl, Hentesburg, MS 3966. Nonitations are also wedcome.

The University of Southern Ministaippi is an AA/RO employer.

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every week in The Chronicle.

University of Wisconsin-Parkside DEAN **SCHOOL OF BUSINESS**

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The salary is competitive and commensurate with qualifications and experience. The appointment will begin any time between January 1993 and mid-euroment 1993. Sand later of application, controlute vites, and names, a

Profits or July Soundorpendien, Chair Dean Search and Scroen Committee University of Wisconain-Particula SOU Wood Year, Box 2000 Kendaha, Wisconain 50141 (414) 385-2243

lander a court approved sattlement agreement and Wilconnin Statules, we am required to provide a list of all numbles and applicants who have not requested in welling that their identity not be invested. Persons agreeing to be first candi-dates with have their identity revealed as a final candidate.

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VICE PRESIDENT AND PROVOST

Arlzona State University West

Artons Blais University invites nominations and applications for the position of VICo President and Provest for Artons State University West. The VIce Peadlent and Provest for Artons State University West on Artons Artons State University West on Artons Artons West Artons State University West on Artons Artons West Arton

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ARIZONA STATE UNIVERSITY



ASSOCIATE DEAN OF MEDICINE (CLINICAL AFFAIRS) Brown University School of Medicine

Brown University is sealing an Associate Dean of Medicine (Clinical Aidras) to assume responsibility for all matters that robus to the clinical department charges and faculty, in addition to campus-based leaching schrönise, medical advacation at Brown encomposures eight Allisted recognise that account for more lann titly percent of the lispatient back in the State of Mindel Saint, This medical devication program also the medical results and produced the state of production of the state of the state of production of the state of the state of production of production

reaccusts at accept.

Condisides must have an AHD degree and be qualified for a senior houly appointment in a chicked department. The ideal condisides with a chicked department. The leaf senior department is a security as setting and chicked or associated with a security as setting and chicked or associates chief at leaft, or as chief of a region sender would be helpful, as would expending with a multidisaphinary group practice or a managed care anvironment such as an AHD of an IPA.

Please forward curriculum vita by September 4, 1992 to: Martin Raller, M.D., Assers University, Chairperson, Rearch Commiltee for Associate Deep on Meeting (Clinical Affairla, 46 Marie Sollin-Peliatter, Bur G-A510, Providence, Rhode stland 82912. Brown University is an ECOMA Employer.



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PROVOST

THE NEW COLLEGE OF GLUDDLE ... RADFORD UNIVERSITY THE NEW COLLEGE OF GLOBAL STUDIES

RAIDFORD UNIVERSITY

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Radford University is an AA/EEO Employer.
Applications from women and minorities are encouraged.

DEAN

Division of Continuing Education and Summer School

Western Carolina University

Western Carolina University

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Western Carolina University is an Affirmative Action, Equal Opportunity employer. Proper documentation of identity, employability, and official transcripts is required at time of employment.

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A calendar of forthcoming meetings, conferences workshops, and institutes of portance to scholars and college

every week in The Chronicle.



Ithaca, New York 14850

EXECUTIVE DIRECTOR OF DEVELOPMENT

Ithace College invites nominations and applications for the position of Executive Director of Development.

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The security director of development will work closely with he vice proposed to the control of the college of the col

wus experience.

Inquistes, nominations, and applications may be converted for Burnie J. Gordon. Vice President for College Relations and Resource Development, Ilheac College, Jumni Hell, 1951 Danby Rond, Ilhaca, New York 14850, Ithaca College is an Equal Opportunity, Affirmative Action Employs.



WINONA STATE UNIVERSITY Winona, Minnesota

DEAN OF THE COLLEGE OF BUSINESS

Provides teadenthis in undergraduate and mester's program development. Office Systems Administration, Economics and Reserve, Menagement, Man-lesting, the Simile Statemen Institute, Smill Statemen Development Center, and the Ensure of Districts and Economic Research. Coordinates programs of the Ensure of Districts and Economic Research. Coordinates programs for the business programs in Rochester and other of company programs. Adults recom-mendation on ellipsecond and the Company programs. Adults recom-mentation on ellipsecond and the Company programs. Adults recom-mentation on ellipsecond and the Company programs. Adults recom-pensers and factority and facilities professional development of lacetily and excellent programs. Develops relationships within the university and continu-nation of the Company of the Compan

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QUALIFICATIONS: Exemed declorate from an accredited greducts institu-tion in one of the major designate represented in the Cologe. If New Low-ton and Cologe is the second cologe is the second cologe and administration. Demonstrated explanations are second to build be reserved to the cologe of the cologe of the cologe of the cologe of the reserved of the cologe of the cologe of the cologe of the cologe of the design of the cologe of the cologe of the cologe of the cologe of the second cologe of the Alloy to books are all committed without not the cologe of the cologe of the cologe of the Alloy to books and committed of the cologe of the colo Appointment date as soon as possible. Salary is competitive. Application must include letter of application, resums, transcripts, and 3 letters of reference. APPLY TO, Dean of Bedicase Search, Altmatic Action Office, Winners State University, P. O. Box 5838, Winone, MN 55987-5838. Open until filled. State University, P. O. Box 5838, Winone, MN 55987-5838. Open until filled. Sometime of expiritions begins September 10, 1992. Norminations must be postmerical by August 10, 1992.

WSU is an Affirmative Action, Title IX, Equal Opportunity Employer.

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RILLETIN BOARD: Positions available



Vice President for

OAKLAND UNIVERSITY University Relations

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Receives of recommendation standard to Georgie E. Stevens, Chair Search Committee for Vice President University Relations 417 Variors Half Ookland Howessky Rochester, Michigan 4tt H94-4-Htl

Orkland University is an expail opportunity and attornative action institution Applications from women and immunice are currentaged.

VICE PRESIDENT FOR STUDENT AFFAIRS

SPELMAN COLLEGE Atlanta, Georgia

Spirism College invites manimations and applications for the position of Vice President for Sudout Allets. The Vice President benuts that Division of Student Mars, reports directly to the President, and serves on the President's Senior

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Applications: Review of applications will begin immediately and continue are assumed an accessful anotherise is demelled. A letter of interest which demonstrates years according to the position, e curriculum visas, and three references should

Search Committee for the Vice President for Student Affairs Office of Fluman Resources Speiman College Box 1133 350 Speiman Lane, S W Atlanta, Georgia 30314

Cempensation: Compatitive salary commensurate with experience and sealing school.

EEO/AA, TITLE IX INSTITUTION

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VICE CHANCELLOR FOR BUSINESS AFFAIRS

Louisiana State University in Shreveport

Lunistans State University in Streegen a 50th-student comprehensive toward materials with a Budget in power of 10 to million, notices nontine-tions and applications for the position of 10 to million, notices nontine-tions and applications for the position of 10 to million of 10 to Afforts. The university utiers a broad army of scademic programs at the undergraduate and graduate levels, and research and service activities of relevance to the metropolitan are considerable and the service activities of relevance to the metropolitan are

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The position is available November 1, Screening will begin October 1, and will continue until the position is filled. Letters of nonination or application (accompanied by a current resume and the names, addresses, and telephone numbers of at least five references) should be addressed for

Dr. Nancy Belck, Provost
Chair, Search Committee, Vice Chancellor for Business Affairs
Louislans State University in Shreeport
One University Place
Shreeyort, La 71115

LSU-S IS AN AFFIRMATIVE ACTION, EQUAL OPPORTUNITY EMPLOYER



Senior Vice President Finance and Administration

Drexel University, located in Philadelphia, is a private comprehe DEZECTORY OF 175 (1950) continues the management of the measurement of

neutronomomy 1 notations must be approximately 1,25 lith-limit employer. The Seniet Vice Pensident, Finance and Administration, reporting directly to the Pensident, serves as the chief financial and administration officer of the University, with responsibility for financial management uponing, to dependent and centrals, financial systems, projectly and the follows among the control of the Conference of t

The successful carefidate will have eignificant experience in senior lovel financial and operating positions in accomptex organization and will be finalise with higher obsection financial policies and porticles. We sock a provine least who can grap complex financial issues, and annually direction, formulate and implement meaningful plans, and communicate effectively to wide narge of causiliarities.

Internated/goolified individeoleshoold cubmif or rasume by August 31, 1992 to Caler W. Gergalli, Vice Chairmon, The Diversified Sourch Companies, One Commerce Sequere, 2005 Mar kel Street - Suite 3309, Philadelphia, PA 1910 or call 2121 566-3355.

Orexel University is an Equal Opportunity Employer. Women and minorities are encouraged to apply.

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Assistant Vice President For Recruitment Services

The University of Olishons Invites nominations and opplications for the position of Austrary Vice President for Recruitment Services. As the chief administrative offers for all agrees of the examination of the Committee of Committee of the Committee of Committe

tion for the University of Oslahoras.

BISSONDHILLITY president for Recruitmers Services supervises a self of epproximately fifty full-fine personnel and an annual operating budget of *1.2 million. The Assistant Vice President has regignant, budget, end operating reportability for a cluster of longiagm, to the contract of the contract of the services. Plannical Mills Services, National Scholats Programs. The Assistant Vice President of Services and the classification of the services as the class for souther flore services as the class flow used in Mills mills on with the section converse set the class of southern flores indicate with the section components, as well as external agencies such as the College Board, ACT end the Marional Medic Scholathy Corpovition. A significant exponsibility of this comprehensive necutions are intention program included summigging the sound flobramement of 54 million program includes manging the sound flobramement of 54 million persons of the University of Oslahoma's 20,000 students.

QUALIFICATIONS QIALIPICATIONS
Baquitted qualifications are: extensive experience and knowledge of recomment functions and issuess thorough understanding of recomments of the property of the

An earned doctors to its preferred. Candidates should have at least five years of college level or commensurate academic, administra-tive, recruitment, or annollment managemers experience.

SALARY AND BENEFITS SALARY AND BENUFITS Salary and Benefits with experience and qualificatione. This is a twelve month position. This position has the mak of an administrative officer of the University of Oktahome.

APPILCATION PROCEDURE
Applicants should submit a letter of Interest, reaume and the
Applicants should submit a letter of Interest, reaume and the
October 15 to:
Prederick W. Woolde, Chair of Search Committee
Division of Student Affairs 900 Asp Avenue, Room 225 Norman, Oklahoma 73019

The University of Okiahoma is an Equal Employment Opportunity/Affirmative Action employer and encourages applications from women and minorities.

Vice Chancellor for Student Services University System of Georgia

The Board of Regents of the University System of Coopsia Invites normal asians and applications for the position of Victor Characterior for Student Services. This position is a Validated on December II, 1992 or as soon between the stage of the Student Services. The Board of Regents govern Shirty-Dour public Institutions of higher extension in the state five universities, universities sharing colleges, enter the operation of the Characterior for Students Services. Board includes the position of Victor Characterior for Student Services.

Board Includes the position of Visc Chancelle for Student Services. Major Responsibilities the Visc Chancelle for Student Services report through the Eucculve Visc Chancelle for bin Chancelle for Student Secretary of the form in Board of Respect. The Visc Chancelle for Student Board on all malties affecting Student life on the various System campuses. The Visc Chancellor has the primary responsibility to general oversight of a wride range of audient services provided throughout the University System; Canada and Chancellor of the Chancellor of the Student Advanced to the Chancellor of the Student Advanced Chancellor of the Student Advanced Chancellor of the Student services, version selfer, and student preventment leaders from all System featured in the Student Advanced Chancellor of the Student Student Advanced Chancellor of the Student Student Advanced Chancellor of the Student Advanced Chancellor of the Student Student Advanced Chancellor of the Student Student Advanced Student Advanced Student Advanced Student Student

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Dr. H. Dean Propst, Chencellor Board of Regents, University System of Georgia 244 Washington Street, S.W., Atlanta, Georgia 30334 The Board of Regents of the University System of Ceorgia is an Affirmative Action, Equal Opportunity Employer.

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CENTRAL WASHINGTON UNIVERSITY Ellensburg, Washington

VICE PRESIDENT FOR STUDENT AFFAIRS

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Position Description: The Vice President for Student Affairs is the chief student affairs administra-tor, reports to the President, serves on the President's Executive Committee and represents the University to the broader community. Molmum Qualifications

Doctorate from an accredited institution.
 Six years of progressively responsible management and administrative revience in sturient affairs.

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Responsibilities:
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• Works closely with the Assistant Vica Presidents for Student Affalis in
evalualing, updating and facilitating certain University politics and procedures including; Student Records; Student Rights and Responsibilities; Student Academic Grievance; and Student Academic Sandings

 Serves as fleison with the community at large, including city/county dministration, state legislative and executive personnel. Position Available no loter than July 1, 1993.

Application Process
Desilities for receipt of complete applications is October 1, 1992. Complete application consists of a latter of indirect which shows avidence of the qualification described above, resume, and the names, addresses, and talephone numbers of the references.

Send applications to:

Dr. Carol Quames. Chain
Search Committee for Vice Precisions the Student Affailes
Extended University Programs
Extended University Program

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CENTRAL WAYSHINCTON UNIVERSITY is an Affirmative Action, Equal Employment Opcorunity. This is, imitiation, if has a storag commitment in properties of the properties of stability.

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VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT

Methodisi Theological School in Dhio, one of thirteen United Methodist seminaries in the nation, invites applications and nominations for Vice President of Institutions in Advancement, This sender equicational administrator will be a member of the President's Administrative Council and provide loadesthip in the development and management of fund raising, student recontament, and public relations plans and programs.

recultiment, and cubile relations plans and programs.

As a sort set Goldeague to the previolent, tha Vice President will develop stategy for solicitation of major gibs. She will also do clinest solicitation of major gibs. She will also do clinest solicitation of analyze and other gibs. Beguirreness include superience in higher education that has prepared the complete control of the superience in the development, public relations and alumnified relations resulting in ability to supervise professional staff and make meaningful contributions in times areas. Candidate should be knowledgestic regarding the church and its minious and coli is society. Experience in Stafface of the Candidate should be knowledgestic regarding the church and its minious and coli is society. Experience in Stafface of an other color major full than to constitute the stafface of the society.

Seleview of application materials will begin September 8 and continua until thaposition is filled. Send nominallose and application materials to President Norman E. Dewleep. O. Box 1204/Delaware, Dri 43015-0931. AAEO.

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VICE PRESIDENT FOR ACADEMIC AFFAIRS

VICE PRESIDENT FOR ACADEMIC AFFAIRS
Whithoug livewing is a compelling co-denditional, completentive teaching interestiny, committed to being a model of excellence in public higher doubland. Whithough is located in the High Suff Cardina, 8 thriving community 201 males dout of Clarketts, North Cardina.

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academic excellence in a riskally and culturally devient community. Receive of applications and nonunitations will beginn on Chober 15, 1992, and will continue until the position is filled. Applications should include a resume; the newness, addresses, and ellephone numbers of three presents who may be asked to provide a sellar of reference, and a letter of interest which includes a sentenced cleating the shillings and experiences the rand-date between the or she bridge to the position. Neomotories may include a current marking address and telephone armber for the normalise. Winthrop University is an affirmative action, equal opportunity employer, and we especially encourage nominations of and applications from minor-lies and women.

Dra. McKord Wilson & Paul Du Bois, Co-Chairs
Vice President for Academic Affairs Search Committee
Tillman Hall, Room 204
Winthrop University
Rock Hill, 5C 19733

DEAN OF THE SCHOOL OF EDUCATION UNIVERSITY OF KANSAS

Nontinations and applications are sought for the position of Dean of the School of Education at the University of Kansas. Though negotiable, the target starting date is July 1, 1993.

sages' starting date is July 1, 1993.
The School consists of more than 100 renure-track faculty and enrolls more than 1,000 undergordance and 2,000 genduate rendents in a broad range of than 1,000 undergordance and 2,000 genduate rendents in a broad range of than 1,000 undergordance and 2,000 genduate renders in a support of the starting of the sta

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Cat resources and effective interpersonal skills.

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Dr. Robert L. Hoho, Chair Dean of Eduradon Search Committee Office of Academic Affairs 132 Strong Hall University of Kansas Lawrence, Kaesas 66045

Vice President for Advancement

IONA COLLEGE New Rochells, New York

Iona College, a private, coeducational comprehensive college founded by tha Congregation of Christian Brothers, seeks a Vice President for Advancement. DUTIES: Full responsibility for all fund-raising activities; alumni affairs; executing high level major gift closings; capital campaigns; special events; fedas, state, and private grants; advertising and marketing; publicity and publi

relations.

ACK/GROUNO! The successful candidate will be a proactive self-starter who has strong management and planting salls with demonstrated allily to has strong management and planting salls with demonstrated allily to prove history of salls and proved history of salls and sall salls and sall salls and proved history of salls and salls and salls and salls and salls and sall salls and sall

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VICE PRESIDENT FOR STUDENT SERVICES

The Georgia Institute of Technology, located in Allands, alla of the 1896 Centionnial Summer Olympic Gamea, assisk candidates for Vice President of Student Services. The creation of the Company of the tunity to define the luture of shudant services and atranghran inclusive, multi-duturel community. The Individual selected to head file outstome-driven, student-stated atra agic until the responsible for initiating, overelopine, and maintaining with the responsible for initiating, overelopine, and maintaining to the health of the selection of t

D Recruitment and admissions.

Retention services.
 Student tinencial planning and services.

Counseling and cereer planning. □ Housing.

☐ Student health services Student activities including sports slubs and intramurals.

D Assessment and evaluation of student services.

Qualifications will include:

A record of ecoemplishment in a significant leadership position in a sustomer-releted environment,

□ Outstanding communications and human relations

 A demonstrated commitment to the value of outtural diversity. An advanced degree is desirable, but not necessary, Appli-

cents from both academic and non-acedemic backgr

cans from both actional and non-accidentiabackgrounds are ancounaged to apply. Please send nominations and applications by August 29, 1982 to Jarry A. Derk, Asacolate Vice President, Office of Human Resources, Code CHEES, Georgie Institute of Technology, Atlents, QA 3032-0428.

THE GEORGIA INSTITUTE OF TECHNOLOGY IS AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER.

-Georgia Tech-

Mary Washington College ASSISTANT DEAN OF ADMISSIONS

ANY Washington Collage is seeking an individual to acre a shitmant Dear of Admissions. This Individual will be involved in all activities robine to the of Admissions. This Individual will be involved in all activities robine to the of Science undergraduate programs. This Individual will have appetife reasonabilistic released to the rectumprist and admission of Affician-Numerican and and written communications all individual and profile released and the activities of the activ

Washington College, F. O. Box 615, Freenessoring, V. Zeeri-Veene Mary Washington College is a public, coeducational, andergrafulare college of liberal stra and actions. The College has experienced stretty growther competion for admission. In 1970, the college received a record section of the competion of the college of

ton, DC and Richmond, VA.
Applications accepted through September 4, 1992. Mary Washington College is deeply committed to sfirmative schoo and encourages minorities and women to apply. V/TDD 703-899-4624.

AA/EEO

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BBITHIDENEZABBREDOR SERVICE PRINCIPLE DE DESCRIPCION DE LA CONTROL DE LA ness official Closing date is August 28, 1992. vice President for Instruction/Assistant Superintendent

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Vice President for Administrative

Services/Assistant Superintendent

HARTNELL COLLEGE, Salines, California

This position manages all functions sesociated with total instructional program of the (na Lestada Masteria Dagres is required (with a Dostoreta Dagres desirable) siong with cashing experience and administration experience at the community cellage level (or institution of higher learning) Closing date is August 31, 1982.

hastization of higher learning). Closing occ is Auguse 31, 1982. These doministrative positions are 12-month 282-working days per year. They have a szardig selary range of 988,847.00 to 977,744.00 depending upon qualiflosion and apparlance. District sessisted health and wellare coverage for the amplityse and dependants include madical dental and vielon. Life, seedent and income prescription are provided for the amplityse. The District participates in contributions to the appropriate retirement system which is a required marriserably for this position. Applications and required marriser and tribus by 500 pm on dowing data. Phartmarks are not acceptant however, applications will contribut to be received effect the desired places, but will be ornicitived ONL' in the switch the notion of the desired that the desired places are supplied that the completed Hartnell College Management Application and required materials to

Office of Personnel and Affirmative Action Services HARTNELL COLLEGE

159 Homestead Avenue Ballnae, CA 93901 Phone: (408) 755-8708 FAX: (408) 755-8937

RANCHO SANTIAGO COLLEGE VICE CHANCELLOR

CHIEF ADMINISTRATIVE OFFICER

SANTA ANA CAMPUS

The Vice Chencellor will be expected to feater a duality of strong leadership qualities and team building while serving the District with candor and vision. Responsibilities include developing District policies and procedures as they apply to the operation of the Santa Ane Campus, a campus with 25,000 credit atudenta and over 2,000 employees. The sempus student population is ethnically diverse to include significent numbers of Hispanics, Asians, Blecks, Native Americaca, and other sultural groups. The Vice Chancellor will serve as so edvocate for campus programs and will build bridges to the local urbao

Salary \$94,767 / yr.

SHARE YOUR VISION



For Application and Brochure Contacts Personnei Services Rancho Santiago Community College District

1530 W. 17th Street Santa Ana. CA 92706 or Phone (714) 564-6485

Fax (714) 564-6498 Application Desdines October 15, 1992

SEEKING STAFF DIVERSITY

Ao Affirmative Action and Equal Opportunity Employer

Chicago State University

VICE PRESIDENT FOR ADMINISTRATIVE AFFAIRS

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EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER

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UNIVERSITY OF **St.Thomas**

Vice President for Student Affairs

Vice President for Student Affairs
Tru University of St. Tomes, a public co-ductational Calculot, comprehensive university in the Twin Cities, seeks a caudidate for the postint of Vice President is busiand affairs. That Vice President in Student
and the Comprehensive Comprehensiv

The University of St. Thomas is an equal apportunity, affirmative action employer.



COLLEGES

Association of American Colleges

Vice President for Communications The Association of American Colleges, a forward-looking membership organization of 640 aniversalities and colleges, seeks whee presidest for communications. AAC is romestized to the strengthening and promotion of liberal educations.

COLLEGES

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VICE CHANCELLOR FOR EDUCATION



St. Louis Community

The Board of Trustees and the Chancellor of St. Louis Community Collage limite nominations and applications for the position of Vice Chancellor for Education.

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• Underscanding of and commitment to the philosophy and mission of the comprehensive community college.

• Resubting and organizational indeedman in instruction, program development and student services.

• Administrative acting and a capacity to promote institutional exect.

ience.

Superior communication, critical thinking and team building skills.

Skills in fiscal planning.

Commitment to student concerns.

Sensitivity to multicultural issues and evidence of support of cultural diversity and affirmative action, aqual adaucational opportunity produced in the programment of the program

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St. Louis Community College, os an equal opportunity employer, encourages the candidacies of minorities and women.

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PROVOST/VICE PRESIDENT FOR

ACADEMIC AFFAIRS

The University of Montevallo invites nominations and apolications for the position of Provost/Vice President for Academic Affairs. This vacancy is created by the appointment of the Provosi to the University presidency. The anticipated date of appointment is January 1, 1993, but no later than June 1.1993

The Provost/Vice Prosident for Academic Affairs is the chief academic officer of the University and is responsible for its administration in the absence of the President.

A candidate should have an earned doctorate in an academic discipline with appropriate experience in academic administration. A candidate should have had experience at the Dean's level or above in long range university planning, curriculum development, faculty administration, and university budgeting, with a distinguished record of academic

The University is a state assisted, predominantly undergraduate liberal arts institution with an enrollment of 3300 students in 75 program majors. Graduate study in selected fields is offered at the Master's and Educations Specialist levels. The University's academic program is housed in four colleges: Arts and Sciences, Business, Education, and Fine Arts. The University is located 32 miles south of Birmingham, Alabama's largest city, in the most rapidly developing area of the state.

Screening will begin September 1, 1992 and continue until a suitable applicant is found. Nominations, inquiries, and letters of application with resume and 3 letters of reference submitted by references should be submitted to:

> Robert M. McChesney, President Station 6001 University of Montevallo Montevallo, Alabama 35115-6001

The University of Montevallo is an equal Opportunity Employer and encourages the nomination and candidacies of wor minorities.

VICE-PRESIDENT TRAINING AND RESEARCH

Vice-President, Training and Breearch for newly-formed institute promoting educational inform. Affiliated with well-established mys-prois, private makes processed to the processed processes grant white gard public educion in partnership with Development. Office; new program startup-riciding community outsects; purporte training and research staff. Audie here 3-5 years' experience in professional training in education or human startup-riciding community outsects; purporte training and essenth staff. Audie here 3-5 years' experience in professional training in education or human staffing skills and entirepresentability. Ph.D. or MRA feet preferred Tavel required. Seed educated with complete skally history and requirements for President, RIL 1955 Framont, South Pasadema, CA 900 Fasadema, CA 900 Fa

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THE FRANKLIN INSTITUTE

Executive Vice President of Finance

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The Executive Vice Pesident of Rence will serve as Chlef Finencial Officer and Corporate Trassurer of the Institute with broad manageriel responsibility for the financial pesiations and planning of the Institute. Departments reporting to the Executive Vice President with the responsibility the Institute. Departments reporting to the Executive Vice President with the responsibility of the Institute of Section (Binacide, legical and Insurance relations.

The successful candideta will be e proven leader who cen grasp complex financial issues, set strategic direction, formulate end implement meaningful plans, and communicate effectively to a wide range of constituencias. Outstanding interpersonel end communication skills ere re-

interested/qualified individuels should submit e resume by August 31, 1992 to Dr. James C. Hess, Executive Vice President, The Diversified Search Companies, One Commerce Squere, 2005 Merket Street, Suite 3300, Philadelphia, PA 19103,

The Franklin institute is an Equal Opportunity Employer, Women and minorities are encourage to epply.

Fort Hays State University Assistant Vice President for Administration and Finance

Responsibilities: Reports to the Vice President for Administration and Finance and is reasonable for financial experting, personnel administration approximating, diffirminguation of grants and context, accounting and reisered business office operations, internal sudif, and other duties as assigned by site. Vice President.

Qualifications: Bachelon's degree with significant coursework in accounting, advanced degree and/or CPA is preferred; progressive administrative said facal experience, preferably in higher education. Strong written and oral communication skills and a demonstrated ability to effectively interact with

communication skills and a demonstrated abuny to encouvery micract with a variety of groups.

The University: FHSU curolls 5,600 students angustly and resintains a current operating budget of \$37,000,00.

Salasys Compective/commensurate with experience.
Clossing Datas Review of spatiestone tegins 5pt. 15 and will continue
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To Apply Direct monthastions or latent of application with a romplere
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H-SU is at A/EO smployer and encourages women, minorities, and persons with disabilities no sply).



ASSISTANT VICE PRESIDENT FOR UNIVERSITY RELATIONS/ DIRECTOR OF DEVELOPMENT

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Salary commensurate with experience, plos medical, dental and educational

cuerum. Send cover letter, résumé, sud three references to: Senile University, Office of Human Resources, Positios #921/20-R, Broadway and Madison, Sestile, WA 981224-460, Review of résumés will begin 9/1/92 and will contioue until the position is filled.

The state of the s

Vice-President for Development

CLEVELAND STATE UNIVERSITY Cleveland, Ohlo

Cleveland State University seeks nominations and applications for the position of Vice-President for Development. The University is a comprehensive urban university, located in this center of a metropol-tian area of over two million people, with over 19,000 students and 60,000 aixmin.

The Vice-President will have responsibility for the planning, organization, end administration of the University's fund-raising activities. Specific responsibilities include:

ear responsionums artures: serve as the chief fund-raising officer for the University and coordinate fund-raising activities of the University; provide executive leadership in planning, developing, and im-plementing the University's first capitel campaign; supervise the continued growth of the University's annual can-

Supervise or term and supervised to the CSU Foundation and maintain pages.

an expective Director of the CSU Foundation and maintain an expecting interactive relationship with the Foundation President, Chairman and Directors.

elead and participate in major gift solicitations as appropriete. Supervise the University's development selft, and in conjunction with college dears, the college development officers.

Successful candidates will possess:

demonstreted professional skills and proven administrative

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 high-level skills in interpersonal communication and in organization end team building;
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a proven record or developing programs for the cultivation of lerge donors and planned glying;
 seven to ten years of successful development experience;
 three yeers all management/supervisory level in the context of e major capital campaign.

Salary will be competitive and commensurate with quelifications. Screening of candidates will begin on August 19, 1992, and continue until the polition is filled. Anguications, credentials, end nominations should be submitted to Dr. David C. Sweets. Chair, V.P. for Development Search Committee, Cleveland State University, E., 24th & Buyll Oliver, Cleveland, CH 44115. Equal Opportunity



SEARCH EXTENDED State University of New York College at Cortland

ASSOCIATE VICE PRESIDENT FOR INFORMATION RESOURCES

Library Computer Center Telecommunications Learning Resource Center

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BULLETIN BOARD: Positions available



Dallas County Community College District PRESIDENT **Eastfield College**

Dallas, TX

Instal College, part of the seven-college Dallas Crumpt Connu-ple College Dallas Crumpt Connu-pted College Dallas Crumpt Connu-pted College Dallas Crumpt College Dallas Crumpt College 18,000 credit students and 9,000 continuing collectations interest 18,000 credit students and 9,000 continuing collectations interest presses colleges colleges and part of the colleges and part of the part of the colleges of the colleges of the colleges and part of the sentice colleges of the colleges of t

Datas. The president is responsible for the overall operation of the college, which includes a comprehensive educational program, and for the elegomenta-daministration of the annual college budget of \$17,000,000. This position reports directly for the charactelor, Cambridges budget of the college budget of the college budget of \$17,000,000. This position reports directly for the charactelor, Cambridges of the position must have the following minimum qualifications.

Muration/Experience

An exmed doctorate from an accredited Institution or a master's degree from an accredited institution, plus substantial loadeship expetence in en organization comparable to Eastfield Community Citiga.

knowledge of and commitment to the mission of the community

lineyears of successful leaching experience as well as work expenses outside the academic setting. Three years of manegement openence including the areas listed below:

Instructional management

eCurriculum development etung-range planning and evaluation essection, development, and evaluation of personnel official planning/budgelsny accountability etuadeship in an institution that reflects a multicultural popula-

Demonstrated Skills hoven skills are sought in the following areas:

Team building
 Participative leadership
 Advocacy for students

ement of resources according to mission and

realistic priorities
Exceptional verbal/written rearmanuration skills Exceptional verbal/written rommunication same Comfort with computers as a communication tool

Conditor with Computers as a communication tool Application may admin a complexed DCCCD application, ultical transcripts, résumé or curication vitez, and a letter specifically selectaing each of the required uniform qualitations for the polition in the order listed above, Information should be sent lo behav K. Coney, Dinitric (Divit or IP-benomed Service), Dallas Coney Community Culling-13/strict, 2011 Elim St., Suste bdQ, Dal-la, 17 37202-1392.

Numinations and applications will be accepted until the position is filed. However, the Search Communities will begin to review appli-citions on Sectionber 15, 1992. Conditions cannot be guaranteed fill consideration if materials are we several after that rists.

Minorities and women are strongly our carraged to apply. DCCCD is an LFC MDAA Employer.

American Baptist College Nashville, Tennessee

A president ta being sought for historically Africa American, Baptial affiliated, coeducations, Bible college, idea candidate must be able to demonstrate experience or ability to expand envolvement, to strugthen academic programs, and to gamer appear from both the church and socular publics. In addition, and the same transfer.

Apport from both the church and secular publics. In anni-lia, candidate should be an accomplished apeaker, demonstrated administrator, and of good character and ingulty. Candidate must prosees theological training and ameter a degree, or its equivalent; an earned doctorate is prismed. Sarting date january 1, 1993.

Send nominations and amulations have September 1.

Send nominations and applications by September 1, 192, to Chairman of Search and Selection Committee, American Baptist College, P.O. Box 24463, Nashville, Tenname 2707-1462 Terunessee 37202-4463.

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DIRECTOR FINANCIAL AID

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St. Joseph Institute for the Deaf

PRESIDENT OF THE INSTITUTE

St. Inseph Institute for the Deafis scoking a dynamic, inspired leader with proven shiftles in fund raising, public relations, and staff development in ossume the chollenging role of President of the Institute. While this position is externally focused, it is also accountable for internal results.

Internal resolts.

Primary responsibilities include: creation and implementation of dovelopment plan involving the amount found from the proposal sound planned giving programs. Effective use of progressive management practices is appeals and planned giving programs. Effective use of progressive management practices is facilitate staff growth and golds the institute toward beginning the "Best in the Business". Participation is the sound progressive management practices of the progressive management practices. The progressive management practices are proposed to the progressive management of the progressive management progressive managem

If you are e high achiever looking to make a valued contribution, we may have the apportuni-ty that holds the rewards you are seeking. Please send resume with salary history in confi-dence to:

Managing Partners, Inc. 961 Gardenview Office Perkwoy St. Louis, Missouri 63141

An oqual opportunity amployer M/F/V/H



Senior Vice President for Academic Affairs and Provost

The Oblo case University invites maninations and applications is the said control of the control

Nominations and applications should be submitted to: Paul Allen Beck, Chair, Provott's Search Committee, 210 Bricker Hall, 190 North Oval Mall, USU. Columbus, Old 43210.

Applications must include a letter of interest, a controllum vitae and the names and addresses of at less) three references. Tis ensure full consideration, amulications and numbering must be received by September 1, 1992.

The Ohio Super University is an Equal Opportunity, Affirmative Action Employer On whired emotion, minutalist, Victorian-eya velocans, ilicabled reseases and minvulsals with distibilities are encouraged to apply.

PROVOST COLLEGE OF LETTERS AND SCIENCE

University of California, Los Angeles

UNIVETSITY OF CABITOTHIN, LOS ALIGERES

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Please send nominations or letters of application and curriculum vitae by

er 30, 1992 to: Provest Search Committee o'n Ma. Cennie Chittick, Office of the Chancellos University of California Los Angeles, California 90024

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Vice President For Patient Care And Physician-In-Chief

The University of Texas M. D. Anderson Cancer Center in Houston, Texas, is currently recruiting to fiti an opening for Vice President for Patient Care and

Qualified applicants must be board-certified in a medical discipline related to oncology and must have demonstrated leadership in oncology research and clinical care. Previous administrative experience in academic medicine is preferred.

Interested applicants should send a letter of application and curriculum vitae to: Charles B. McCall, M.D., Vice President for Patient Affairs, Chairman, Search Committee, Box 111, UNIVERSITY OF TEXAS M. D. ANDERSON CANCER CENTER, 1515 Holcombe Bivd., Houston, Texas 77030. Equal opportunity/affirmative action employer. Smoke-free



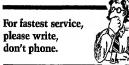
ASSISTANT VICE PRESIDENT STUDENT LOAN OPERATIONS

A premier student (oan organization is seeking an appressive individual to Interpret applicable Pedosi and State legislation and regulations concerning the Cusmos application posteroidae, southmassive not reconstitution processes. The superstanding posteroidae on their decoration processes. The successive candidate will have an appropriate lour-year degree with a minimum of live years' experience with Cassinated Student Losse.

candidate will have an appropriate four-year degive with a minimum of the years' experience with Gainanted Student Lossa: We offer a competitive salary and excellent five better sherifits including paid health. [Ref. datall and vision Insurances, and a modern challenging work invisionness. For tempelate, confidential consideration, early your staume and salary history to The Chronic to Higher Education, Box 46-101.

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St. Louis Community College, as an equal apportunity employer,





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President

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End Paper

Formal Portraits of Life in Small-Town America

EOPLE HAVE ALWAYS DOCUMENTED the turning points of their lives: births, christenings, first communions, graduations, weddings, deaths. For much of the twentieth century, this documentation frequently included a trip to the local professional photographer for u formal portrait. These events in the lives of the residents of Granger, Texas, were recorded by Jno. P. Triica, the community's only full-time photographer from 1924 to 1955.

Granger, a small rural community in the rich blackland terrain of the state's central region, is both typical of small Texas towns and unique in its specific

story. In the first half of the (wenticth century, and especially the 1920s and 1930s, small Texas towns experienced severe economic changes and cultural conflicts. Problems experienced by agricultural communities relying upon the the sole crop of "King Cotton" as well as the transition from an economy based on the railroad to one based on the automobile are two chanters told most poignantly in the story of Granger. In addition, all the major cultural groups of Texas-Southern Anglos, blacks, Hispanics, and communities made up of European immigrants-existed in close proximity in Granger and experienced all of the intercultural tensions that peaked in the 1920s. The resulting segregation between the major racial, ethnic, and religious groups in the town was another typical experience of the Texas small town.

What makes Granger's story unique, however, is its large Czech community and the fact that Jno. P. Trlica, the community's sole full-time photograph-

er, as a first generation Czech Texan, was part of a marginal subgroup himself and therefore had access to all the aubgroups of Granger, Trlica recorded the business and social activities of the town of Granger, and he was especially devoted to his own culture, the Czech society in Texas, intentionally documenting its groups and social events. In addition, he quite unobtrusively and at eadfastly resisted the pressures of racism by opening his portrait business to nll segments of society. While other businesses in Granger were segregated, refusing to serve blacks and Hispanics, the Jno. P. Trlica Studio may have been one of the few places in the town where all cultures crossed paths. His portraits remain today as a reminder, not just of the privileged classes, but of all the people of Granger and the surrounding countryaide, as well as of a time in photography's past when the posed studio portrait was a aignificant part of life in small-town

The text above is by Barbora McCandless, assistant curator of photographs at the Amon Carter Museaun, Fort Worth. It is excepted from Bqual Before The Lens; Ino. Titlea's Photographs of Granger, Texas, published by Texos A&M University Press. Copyright 60/992 by Borbará McCandless.



Governors' Panel Urges 2-Year Colleges hStrengthen Job-Training Programs

Be KIT LIVELY

A committee of governurs last week died on community colleges and technid shools to take o more active role in being adults improve their job skills around their careers.

The call came in a report issued here at the small meeting of the National Governer Association. In addition to calling for dage, the report eited college programs far said were good models fur what othcetter should set up.

grace should be supported by the support of the cample, the governors praised in grant in Kentucky that guarantees to engines that graduotes of technical and sidebath programs are competent of main skills. And they pointed to the loward community-college system's work side state Department of Economic Bedspunnt to provide customized trainight companies.

Governors said auch programs were

Eighty per cent of the jobs that are guing a be created over the course of the set By years are going to require some action training, and one-third of them sun't been thought of yet, "said Wisconsidos. Tommy G. Tuompsun, u Republicatho let the committee that water the apat. "You also renlize that our adult water are going to claunge jobs live to sen times in their adult lives."

the report was one of three produced by camilies of governors working on uspects of the national education guals they desdoped in 1990 with President Bush. The committee that wrote the report in-

which is governors and live corporate excaires. The report said that gand protrans to promote job skills stressed qualiquiestion for students of all abilities.

for example, a Wisconsin program will winister "gateway" tests to help 10th butter decide whether to enroll in college-reparatory programs, technical preparatory programs, technical preparatory programs, technical preparatory programs, the preparatory of the p

bdiana offers a compact to low-income dishanders: If they stay in high school, any off drugs, get good grades, and apply friencial aid, they can receive u full ride frien years at a state-supported college.

ling in a Lifelong Chain

The governors were mainly concerned this laproving the outlook for students shown plan to ottend college, although the size discussed the needs of adults exting to make up basic skills they missed high school or train for better jubs.

The governors olso devoted some attenting to four-year colleges as links in the listing education choin.

hay talked about providing a "seumsky deutsion combinum that would enmanage more students to enter postsecnoses and extraction of the postsection of the providing them the skills a backed at that level on dby coordinattic polymeratic so they can transfer easiyless technical programs to community owings to four-year in situations.

This whole thing needs to be flexible, which thing needs to be flexible, which thing needs to be flexible, which was a superhighway for otherwise the street of the work of the street o

education and training programs as "vast, but fragmented," saying it "provides services of creatic quality" while aften "not meeting the needs of the connamy, employers or individuals."

'People Are Befuddled'

Correcting those prablems, the repart said, means persunding programs to tench what businesses and students want and making it easy for students and employers to understand what programs offer.

"A lut of people are befuddled by the system now. They don't know what's available," said Gov. William F. Weld of Mussochusetts, o cumnittee member.

The report made some broad recommendations for dealing with those problems, suggesting that state and local governments consolidate policies for work-forcetraining programs, that they make programs more accuuntable, and that they try some more-innovative approachea.

Governor Thompson said he gives vocatinnul colleges budgetury priority because they serve such an important need for the state.

The report, "Enhuncing Skills for a Competitive Warld," is uvallable for \$18,95 from NIA Publications, P.O. Box 421, Annupulis Junction, Md. 20701.



Wisconain Gov, Tommy G. Thampson: "Eighty per cont of the jobs that are going to be exacted over the cont I A wors are colors to results some technical training."

Senate Gives the Supercollider's Backers a Big Win With Vote to Provide \$550-Million in Fiscal 1993

By STEPILEN BURD and KIM A. McDONALD

The Senate last week gave supporters of the Superconducting Supercollider a hig win by violing to continue support for the

controversial particle necelerator.

Pallowing an month of intense tobbying
by President Brish, some scientists, and
contractors Involved in the project, the
Senate wide 62 in 32 to reject upropusal to
end support for the ssc. Instead, the Senule voted to provide 5550-million for the
project fit the 1993 appropriation for the

In June, the House of Representatives voted to kill the supercollider, which the Administration estimates would cost \$8.25-billion to complete but which critics charge would be much more expensive.

ergy Department.

Supercollider opponents said last week that the money allotted for the project could be better spent on reducing the federal deficit and on supporting social programs and other scientific enterprises with more promise of practical applications.

Sen. Richard H. Bryan, a Nevoda Democrot, said, "The sac, if it is not stopped now, will eat up dollars for scientific-research projects and leave few, if any, dollars for less costly but more effective science projects that take place in our laboratories and in our universities throughout the country.

Critica Say Claims Are Exaggerated

Critics also occused the project's backers of exaggerating potential scientific spinoffs. Sen. Dalet... Bumpers, an Arkansas Democrat and the sponsor of the proposal to kill the supercollider, joked that the ssc "is reputed to be a eure for cancer, the common cold, sties, coms, athlete's foot, you name it."

Mr. Bumpers said he had expected his proposal to fail because the Department of Energy hind contracts with componies in 48 states to contribute to the supercollidar, ormking it difficult for Senaturs to uppose the project without being accused of putting people out of work. The department, lie said, hind "learned what the Pentingon while has known for 50 years and what Nava is et.; 3/

want money, contract it in 50 stutes."
Supercollider supporters argued that the
detrestors were being short-sighted and
that by defenting the project, the Senate
would be surrendering Americon lendership in physics to the Japanese and Euro-

beginning to perfect, and that Is, If you

Sen. Larry E. Craig, an Idaho Republiean, said, "lifthis country can only fund it day-to-day operations, its day-to-day concerns, and it cannot look forward into the future, whether it is a humanitaria future or a scientific future, if we da not have the wisdom to lovest for tomorrow, we will not be able to provide tomorrow the kinds of jobs and a dynamic economy thot spell a successful nation."

Obtaining Fundamental Knowledge

The supporters also said that the scientific advances the project offers were well worth the cost. Sen. J. Bennet! Johnston, a Louislana Democrat and chalman of the appropriations subcommittee responsible for the supercollider's budget, said the supercollider was meant to unlock "the most fundomental mystery of the cosmos, what we are made of, and how these parts and broes fit together."

He added that obtaining that fundamental knowledge "bas to be worth six-tenths of ona per cent of the n&o budget. It has to be worth 43 one thousandths of this year's trotal federall budget."

After Mr. Bumper's proposal falled, he offered a second one that would have killed the supercollider in a year if the President was unable to guarantee to Congress

that the project would receive at least \$630-million a year in contributions from foreign sources. The Senate voted to table the amendment.

The votes were not along partisan lines. While 24 Democrats voted to kill the project, 30 others chose to continue it. In addition, Bill Clinton, the Democratic Presidential nomines, supports the ssc.

Last weck's votes put the fate of the project in a House-Senato conference committee, which will resolve differences in the two houses' bills. The conference is not expected until September.

Project Expected to Survive

Some Congressional oides soy they expect the supercollider to survive that conference, since most of the conference will be members of the House and Senate Appropriations subcommittees with jurisdiction over energy-research programs—the two pasols that have been most supportive of the project.

If the conferces do vote to continue tho supercollider, the key question will be whether the committee will provide enough money to keep the project on schedule to be completed by 1999.

Supercollider officiols have hinted that they might be able to get by with as little as \$400-million. Congress would have to make up the difference in the following year, requiring an appropriation of nearly \$1-billion—an unlikely amount, given concern among lawmakers over the growing federal defici.

The project could be delayed, but Energy Department officials feor that by doing so its overall costs would rise substantially. According to their estimates, the overall cost of the coollider would go up an additional \$1 - million for each doy to project in delayed, because of the thousands of construction workers, engiocers, and orchitects who stust be kept on the payroll.

Bush Education Record Praised by Some on Campuses, but Many More Are Critical

Continued From Page A19
with, rather than un issue to do anything about."

Mr. Smith, a former Republican Congressman from Vermont, says Republicans and Democrats alike deserve blame for playing politics with education. "The failure to legislate and the failure to lead cun be laid at the doorstep of political standoff," he says.

Others suggest that the standoff exists, in part, because the President is more in-

"To give high visibility and high priority to the so-called chilling effect of political

correctness puts universities in a weak, vulnerable, and compromised position."

terested in serving his political constituencies than in reforming education.

A prime example, these critics say, hes been the President's insistence on a "school choice" plan that would allow families to use government eid to attend either public or private schools. These critics maintain that the President's stubborn support for the idea has played well among religious conservatives, but has stalled his entire package of cancetion reforma in Congress.

'Educational or Political'

Says Robert L. Albright, president of Johnson C. Smith University: "When you look at where he places his priorities, you heve to worry whether it's en educational message he's trying to send or o political message."

Education Sceretary Lamar Alexander rejects such criticism. "We're not interested in having a political issue." he saya. "All you've got to do to not hnve a political issue is pass our bill, and it's been up there for 1,200 dnys."

He argues that school choice is a crucial component of the President's plan because it promises to give low-income families the same ability to select schools for their children that wealther Americans now enjoy. He also says that a compromise between the Administration and Congress on the Administration and Congress on

school reform is not as easy as the critics suggest.

suggest.
"What the President has asked Cangress to do it so radically different from anything Congress or its special-interest allies are propared to do that either we have to just give in to them are have to build a candition in cammunities across this cauntry that will demand the President's agend—and that's what lie's doing over the long term." Mr. Alexander says. "If we have four more years, we can wear everybody out and we'll get it."

Disappointed by Budget Requests

Within higher education, many college officials cantend that the new law governing atudent nid end other programs was approved despite the President's policles, rather than because of them.

Those critics alan have been disappointed with the President's annual budget requiests, which generally have sought to hold level the government's spending on student-adj programs. They point out that the Administration would have mised the size of Pell Grants by dropping 400,000 students from the program and by eliminating or alashing other programs, including College Work-Study and Supplemental Educational Opportunity Grants.

"In terms of the higher-education scene, it's kind of: "Where's the beef?" says Robert H. Atwell, president of the American Council on Education. "They had several things they were against, but they never weighed in with anything positive."

Secretary Alexonder says the higher education bill was a matter of compromising to get the legislation passed. "Of course it's going to come ant to a greater extent the way the Democratic members wanted it to, because they've got control of the Congress," he says.

Nevertheless, the Secretary says, the President should be given credit for several measures, including those thet will extend aid to less-than-holf-time students and authorize "Presidential Access Scholsr-ships" for Pell-Grant recipients who have done well in high achool.

Several college leade a contend, however, that the most troubling aspect of the Administration's higher-education policy making has been its willingness to inject race into the debate.

James E. Cheek, a former president of



Guedelupe C. Quintanille: "He has motivated hundreds end perhaps thousands of people ... to give their time, talent, and energy to improving aducation."



Jemes E. Chaek: "Too much has been left to athers, and the others to whom they have been left have not been on the same wavelength as the President."

Howard University and a long-time aupporter of President Bosh, says the Administration's stance that most moe-exclusive acholarships are illegal and its attack on an accrediting commission that had sought to require colleges to promote racial and ethnic diversity on their faculties are cnunes for alarm.

"The whole matter of minority scholarships can be and is being interpreted as an insensitivity to the necessity of having special programs that make up for the deficits that exist in terms of educational opportunities for minorities," he says.

President's Staff Is Blamed

Mr. Cheek, who is chairman on the Preaident's Board of Advisers on Historically Black Colleges and Universities, was also angered last year by a legal brief the Administration filed with the Supreme Court in a Mississippi college-desegregation case. The Administration's brief, which argued against raising state spending on black colleges to remedy the effects of desegregation, was withdrawn and rewritten after black-college officials met with President Bush.

Mr. Cheek blames the President's staff for actions that he seys are not consistent with Mr. Busi's personal commitment to education. "Too much has been left to others, and the others to whom they have been left have not been on the same wavelength as the President himself," Mr. Cheek says

Mr. Albright of Johnson C. Smith University says the President is protecting his political base. "I think he's very much concerned about maintening a strong relationship with conservotives, and therefore has allowed these things to take place," he

Secretary Alexender says the issues

were not refuted. The minority-scholarship issue and the original Misaissippi brief, he says, were legal matters that lawyers in the Administration developed, based on their interpretation of the Constitution. He notes that it least one federal appeals court has raised questions about the legality of minority scholurships, and he suggests that the Education Department has done e service for colleges by helping them understand how to operate legal scholarship programs.

Mr. Alexander saya bis own fight with the Middle States Association of Colleges and Schools was not against diversity, but against the idea of having outsiders dictating college policies. He adds that black-college officials should be "delighted," because the department has made it impossible for "some self-appointed zeal-ot to tell Howard University how many white Presbyterians need to be on its

Strategy Questioned

Ernest L. Boyer, president of the Carnegie Foundation for the Advancement of Teaching, says he was troubled by Mr. Al-exander's fight with Middle States for so-other reason. He sees it as part of a strategy to portray higher education as liberal and out of step with the rest of the country. A key to that effort, Mr. Boyer says, was the President's ettack on "political correctness" on college campuses during e commencement speech at the University of Michiesa in 1991.

of Michigan in 1991.

"For the bully pulpit of the Presidency to give high visibility and high priority to the so-called chilling affect of political correctness put universities in a weak, vulnerable, and compromised position," Mr. Boyer saya. "You don't see universities celebrated in any sense."

U.S. May Drop 65 Colleges From Aid Programs in a Drive Against Institutions With High Default Rates on Loans

By THOMAS I. DeLOUGHRY

la its latest move against colleges with light default rates, the Education Departgent has announced that it may eliminate 6 ann-profit institutions from all federal indentation programs.

sident-sid programs.
Eight of those institutions and five that
m out enough the 65 face separate sametions that could but their students from reching loans. Students attending colleges
a fais second group could continue to review Pell Grants and other types of sid, provided that the colleges are not in the fest stroop.

and goods.

(Micials the institutions said last weck fast the policy of holding colleges responsible for the actions of their former students was unfair. Many vowed to fight the sactions, which, they said, would hinder field efforts to educate disadvantaged students who rely on federal aid to pay their bits.

The department released the list of instibiling at a new conference at which it appred the 1990 student-loun default ness for 12,469 institutions. The 1990 rates appresent the percentage of an institution's femer students who were due to begin resping their louns thry terr, who were in default by the end of 1991.

For-profit trade schools far outnumked non-profit institutions on the lists. For hundred ninety-three trade schools are in danger of losing all federal aid, and @could lose eligibility for brans.

The possible sanctions are the result of efforts in the past few years by Congress and the Bush Administration to limit the cast of defaults on Stuffard Laws, Supplemental Loans for Stuffard Laws, and Purent Loans for Undergraduate Students.

A 1990 budget law said that institutions but have former students who have the flat rates ubove 35 per cent for three concentive years should be climinated from the loan programs. A 1989 regulation from the Education

a non-regulation from the Education Department set in schedule for decreasing the default rates uver several years, an required that util types of student aid is aspired to institutions, that did not couply. The regulation said that 1990 feful rates could not be above 55 per feath rates could not be above 55 per fert and institutions with rates above the percent must have reduced their rate by 5 percentage points from the previous rate.

This Catches Us by Surprise' The 65 non-profit institutions that the

Education Department said were violating the regulation include 13 colleges and vocational-technical schools with rates above 55 per cent. Twenty-four of the installations had rates above 40 per cent in 199 and failed to reduce them by 5 points in 1990.

The remaining 28 non-prufit colleges we put on the list because their rates had langed above 40 per cent in 1990. Under dedepartment's regulation, an institution of Oper cent most heve had the resuited flye-point drop, and cannot heve had any increase above its 1989 rate.

many case, institutions that had 1989 rate.
In many case, institutions that had 1989
Chult rates that were comfortably below
diper cent ere now in denger of losing
Spolicy for all sid, Douglos MacArthur
Pate Technical College, for example,
was frama and level in 10 per cent in 1989
1,44 per cent in 1990.

suid L. Wayne Bennett, director of student development at Douglus MacArthur State. "It's absolutely insune." he said, noting that the college had no enatual aver the 32 former students wha the government says defaulted in 1990.

"The insumption they make, that if your default rate is high then you are an inferior institution, is ridiculous," Mr. Bennett added. He noted that his college would not be on the list if it had one fewer default among the 78 former students wha were due to begin repaying their loans in 1990.

Not All Will Be Cut Off

William D. Hansen, Acting Assistant Secretary of Education for management and budget, told reporters at the news conference that the department stood behind its policy of holding colleges and trade schools accountable for defaults by former students.

"The institution has a very strong and important responsibility to counsel students and to look at the capability of what they can afford to borrow," he said. "They also have a responsibility to provide a quality education."

"If you are able to get a gazal education and good training under your helt, in most cases you should be able to get the type of employment that you need" to pay back your loans. Mr. Hansen added

Department afficials nated that not all of the institutions in danger of lasing aid would be cut aff, since the 1989 regulation allows the Education Secretary same discretion. The Secretary can allow a college to remain cligible for aid, provided it corries out a plan to discourage defaults.

The Secretary has less discretion in handling the 13 non-porti institutions that face the loss of eligibility for loans under the 1990 budget law. The department has interpreted that have to mean that an institution can maintain its eligibility if it can prove that its default rate is incarrect. or if it can show that it has decreased its default rate in the past two years and hos met ather standards. Those standards include a graduation rate of at least 66 per cent

Officials with the California Community College system, which includes seven of the colleges that could lose eligibility for leans, already have beatled the Education Department over default rates. Last year the department listed nine of the system's colleges among those to be terminated from the loan programs. Seven of then succeeded in winning appeals.

"We will do exactly as we did last year, and we will challenge the authenticity of the data," said David Mertes, chancellor

of the Califarnia system. "Our experience from last year is that there's a mass of faulty data that has been used."

The Education Department also took actian against 1,200 institutions that had defoult rates above 30 per cent. The group, which included about 220 non-profit institutions, was immediately barred far one year from making Supplemental Loans for Students to undergraduates under the terms of a 1989 budget law.

Rate Increased in Every Sector

Department officials reported that the overall default rate for 528,605 borrowers who were due to begia repayment in 1990 was 22 per cent in 1990, up from 21.4 per cent in 1989.

The rate increased in every sector of higher education. The rote was 7 per cent for public four-year colleges and 6.5 per cent for private four-year colleges, up from 6.2 per cent and 6.1, respectively. In 1989. Among two-year colleges, the rate was 17.3 per cent for public institutions on 18.3 per cent for public institutions, up from 16 and 15.6 per cent from per city of the rate for for-profit institutions rose to 41.2 per cent from 3.5 per cent from 3.5

Despite the higher rates for 1990, department officials said they believed the situation was improving. While they do not have college-by-college rates for 1991 and 1992, they said the government's payments on defaalted loans had declined in recent months. They estimated the bill for 1992 would be \$2.9-billion, down from \$3.6-billion in 1991.

Non-Profit Institutions Facing Education Department Sanctions

in denger of losing eligibility for eli fedaral eld:	Kentucky Tech Merion County Area Vocational Education Center Kentucky Tach — West Kentucky State	Klamichi Area Vocational Technical School District Langaton University
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Lewson Stete Community College ARKANSAS Shorter College	Silideli Tachnical Inatitute Techa Arae Technicel Inatitute Westalda Technicel Inatitute	Hill College Lampar University at Fort Arthur Navatro College Panola College
CALIFORNIA Baratow Collaga Ceñade Collega	MARYLAND Sojournar-Oouglass College	Panois College Southwestern Christian College Texas College Texas State Technical College
Compton Community Collage Leney Collega Long Baach City Collaga Palo Verde Collage San Francisco Community College	MASSACHUSETTS Roxbury Community College MICHIGAN Jordan College Lewis College of Businese	TENNÉSSE Malégija College Mamphila Area Vodational Technical School State Arba Vocational Technical Schoo
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City Colleges of Chicago, Kennedy-King College	MONTANA Salish Kootenal Community College	Long Beach City College Marritt College
City Collages of Chicago, Malcolm X.	NEW YORK	Palo yerda Collega.
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KANSAS Central Kanses Ares Vocational- Technical School Saint Mary of the Plains Collage	Standing Rock College OHIO Lewrence County Joint Vicetional School	MICHICAN Highland Park Community College Jordan College Waylis County Community College
KENTUCKY Kentucky Tech—Daviese County Locational Technical School	ORLAHOMA BILL WILLIE Skille Center	NEW YORK Belzer Yeshiya

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The Chronicle: **Your Window** on Academe



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Give & Take

An investment company— trying to land new clients in the small-college market—has been given permission to survey the members of the Council of

endowment performance.

Actna Capital Management, of Hartford, Conn., will collect information on the investment returns of the 325 small, private liberal-arts colleges in the council. The company will then show the

colleges how their overall returns compared with those reported by Actua's clients, with the Standard & Poor's 500 stock index, and with those of Isrger colleges. Actna's effort is believed to be

the first major evaluation of the performance of small-college endowments. Council officials said it also exemplified how a growing number of companies, were going after the small-college market.

Most colleges with endowments under \$50-million haven't yet become sophisticated Investors, saya Phoebe K. Hunng, Actnu's director of market research.

By relying largely on honds and certificates of deposit, she says, the smaller colleges miss out on the higher returns that could be carned by investing in the stock market, oil and gas, and other areas.

The average endowment of the The average endowment or the council's member enleges is about \$10-million, officials said. That means about \$3.3-billion in assets could be writing to be mininged.

Concerned that some members might interpret the survey as an endorsement of Actum, the conneil plans to remind colleges that Actnu is not the only company that could

manage their money.
Says Allen P. Spiete, the council's president, "This is just a unique opportunity for the so-called experts in the field to share with hose who have a need."

A foundation that typically swinds grants to Protestant students who are preparation for careers in religion has a few sides and the students who are preparation and fellowship programs to help erangelical Christians enter professions in which they've been underrepresented, Once the program is in full operation, the Mestard Seed Foundation, in Aringson, Va. expects to spend about \$720,000 a year to support 35 Christian studying at top-meted graduste schools in such disciplines a corporate law and international bottoms.

Craig Nauta, a spokesman for the foundation, says the grants would are Christians a chance to pursue careers that "lack a Christian voice"—Including those that many people might consider cut-throat or compellitive.

compellive.
The program is administered by
the Caristian College Coalision, a
Washington-based group of liberalsis colleges. Recipients will get a
\$12,000 fellowship, renewable for
up to three years, and are expected to Eptothree years, and are expected to repay 25 per cent after completing their studies.

Business & Philanthropy



Stonley J. Sponbauer, president of Fox Veilny Technical Callege: "A lat of people thaught II was just another project. But I think peaple are realizing now that it's nat a fad."

TQM:

Colleges Embrace the Concept of 'Total Quality Management'

By Katherine S. Mangan

POPULAR industrial-mnnagement A philosophy known as Total Quality Management is working its way

Faced with soaring operating costs and persistent public demands for accountability, a growing number of colleges and universities are turning to TQM—and its principles of customer satisfaction, teamwork. and employee empowerment—na a tool to improve how institutions are monaged and, in some cases, how classes themselves are run.

"People are realizing that when we get to the other side of this recession, it isn't to the other side of this recession, it that it going to be business as usual," says Theodore J. Marchese, vice-president of the American Association for Higher Education. "We have a significant problem with public confidence and the way we use resources. People are looking for answers, and Total Quality presents itself as a possi-ble solution."

7

Keeping the Customer Satisfied

As TQM is applied to higher education, everyone from the junitor to the president is expected to play a role in making sure that the customer-whether it's the stu-dent, toxpayer, or prospective employeris antisfied. And if something goes wrong, administrators are expected to call oo a team of employees, managers, and nercome up with solutions.

Across the country, colleges and univer-sities report success with the technique, even though some skeptics say Total Quality Management is just the latest jargon for the kind of collaboration and shared gov-

Continued on Following Page

Colleges Embrace 'Total Quality Management' to Deal With Soaring Costs communed From Proceeding Page eraunce that many colleges and universities have long practiced. The Rochester Industrial Industrial

stitute of Technology is reurrang-ing the structure of its College of Business to make it more responsive to students. Departments are being replaced with six curriculum committees-one for each majorand the faculty members on the committees will have more management authority than heretofore. The committees also will be developing a curriculum that better meets students' needs.

Al Oregon State University which has used TOM for the past two years, suggestions from TOM leams have helped speed turnaround time for processing students' financial aid documents and ortened the average duration of

A Sense of Mission

On other campuses, the changes are expressed in less concrete lerma, with college leaders reporting better morale and a heightened sense of the institutions' mission.

One institution with experience with TOM is Fox Valley Technical College, which began offering quality courses for its students in 1985 at the request of a local businessman and now practices TOM itself. Fox Valley has created a quality-improvement council and several teams that select problems and no through a formal process of

One challenge: come up with a Fox Valley offers a Quality Instiway to cut \$1.2-million from the

"There has been a shift from Individuals'

and institutions' merely kicking the

tires of TQM to actually going for a test drive."

down and discussed "how many bodies to cut," says President Stunley J. Snanbauer.

Insteud, using TOM, the teams put together an operational plan, established budget requests, and then prioritized programs, facilities and equipment, and staff. The priorities identified by the teams were used to determine which arens could be cut.

The teams, which included a cross section of personnel, carried out the plans without laying anyone off or eliminating any programs. Some employees volunteered to reduce the terms of their contracts, while others accented shorter work weeks.

snorter work weeks.
"There was a lot of apprahension at first," Mr. Spanbauer says.
"A lot of people thought it was just another project. But I think peaple are realizing now that it's nat a

tute for other colleges that may

kicking the tires of TQM to actually out its critics, particularly some who say the concept can be so illpoing for a test drive." says Daniel Seymour, a consultant who writes defined that administrators have sometimes used TQM as an excuse and lectures on Total Quality Manto accomplish other goals. agement in higher education.

At Alabama A&M University, for example, faculty and staff members became alarmed in 1991 when administrators, acting under a so-colled Total Quality Management plon, began notifying departits about how many positions would be cut from each.

"We didn't want waste in our universities but as it went on we became more and more like a business and less like a university," says Sharman J. Humnhrey, associate professor of health and physical education and president of the Faculty Sanste, Since then, a new president has taken over, and the TOM plan is being revised.

Desnite the skentleism, interest in TQM in higher-education circles is growing. The topic has become a staple of many academic conferences. The International Business Machines Company is awarding TOM practices. Two bills are nending in Congress that would establish national quality awards for higher-education institutions that

In June the American Associa tion for Higher Education started an Academic Quality Consortium that will bring together academic

panded TOM into the non-business ucademic arena, where it has proved controversial

Assume for instance, says Keoeth Bladh, an associate professor of geology at Wittenburg Universitv. that the customer is an IB-yea old entering freshman who doesn't want to "waste any time" taking courses that don't relate to his ch

Mr. Bladh soys the liberal-arts In 1991, Mr. Seymour conducted s survey of 22 colleges and univerunivernity still has a responsibility to see that the student receives s sities that had been among the TOM well-rounded education.

The hardest part-and I doo't think we're going to give in on this—has been that the cuatomer is right and that what the customer wants is what he should get," says Mr. Bladh, who serves on the university's Faculty Executive Board

On the other hond, he says, it makes sense to focus on customer satisfaction when dealing with services like registration.

The survey also found, however, that many were frustrated by the At Oregon State, some faculty members have extended TOM concepts into academics. Eldon Olsen, associate professor of forestry enlonger to reach when they are made gineering, had students form a TOM team to help him Improve his teaching. The team surveyed students' opinions, analyzed the data, and suggested improvements.

Most of the campuses that are "The TOM process helps me uninvolved in TOM are either offering quality courses or using TQM printhey need." Mr. Olsen sava. "And ciples in business operations, such it changes the classroom from an atmosphere of confrontation to one as the comptroller's or purchasing offices. Relatively few have ex-

Note Book

collments at hintorically black colleges and universities increased in the 1980's, in part because the proportion o black students at such institutions rose, from 14.5 per cent in 1976 to 18.5 per cent in

Those findings were released in a report from the U.S. Depurtment of Education, "Historically Bluck Colleges and Universities 1976 1990." The report says that total enrollment at black colleges rose by 16 per eent from 1976 to 1990, but that most of the growth occurred from 1986 to 1990. Black enrollment at block

Institutions rose 10 per cent—from 190,305 in 1976 to 210,014 in 1991. ment elimbed from White enrollment elimbed from 21,040 in 1976 to 33,722 in 1990, The proportion of all black college students who enrolled at black institutions, however, was lower in 1990 then it was In 1976-17.2 pcr cent in 1990 computed with 18,4 per cent in 1976.

Despite the total enrollment increase, the number of buchelor's and master's degrees conferred by black colleges has declined-to per cent for bachelor's und 34 per cent for master's, In 1976, 6, 158 master' degrees were conferred, compared with 4,036 in 1990. In contrast to the ecline in other degrees confer the number of doctumites eliminate from 66 in 1976 to 207 in 1990.

The report also says the number of black students in grudnute programs dropped by 5 per cent, but that decline was offset by large percases in the number of numblack students who encolled in

master's programs.
The report is available for \$6.50 from the U.S. Chivernment Printing Office, Mail Stop: SSDP, Washington 20402-9328, The stock number is 065-000-00511-5.

There are plenty of books that offer ideas on how to get into the right college, hut now there is a book that literally axplaina "How to Get to the College of Your Choices By Road, Plane, or Trala."

Kraus International Publications s releasing a series of five regions suldes that provide practical dormation on how to plan a visit to a collega campus.

For instance, the section on the University of Connecticut includes the name, address, and telephone sumber for the director of admissions; how to arminge a tour of the campus; and a campus map. It dro includes instructions on how to drive to the university from nearby major cities and typical discount differs from major airports to

The first guide to be released covers institutions in the Northeast and mid-Allantic regions, including oplieges in Connecticut, New York, Ohio, Pennylvania, Virginia, and Vermont. The guide for colleges in Western stressive sides of colleges in Western stressive sides. Western states is to be published December. Other guides will be released next year for colleges in the Middle West and the South.

Students



Jaffroy Lawrance, a saniar at the U. of Messachusetts at Amherst "I graw up with the gang manibars. Thay chose their way and I chase mine."

College Becomes a Safe Haven for City Students

Some blacks and Hispanics spend summer on campus, seeking a refuge from urban violence

By Michele N-K Collison

NOLLEGE has become more than a place of learning for an increasing number of black and Hispanic atu dents. It is also a safe summer haven from the dangers of inner-city life.

In the last two years more and more black and Hispanic students, virtually all of them males, have said they don't want to go home for the summer because they fear the violence in their neighborhoods. "I have been annroached by several students aaying, 'I don't want to go home,' 'says M. Ricardo Townes, associate dean of academic support services at the University of Massachusetts at Amheral.

"I felt compelled to do something, because I don't want to lose them in the crossfire. And I don't think these young men think they are weak. They know all the ugly statistics about black-male mortality, and nobody should be surprised at their strategies for coping. They have a bright future ahead of them."

Jobs and Freedom

To be sure, many students stay on or near their campuses during the summer because they either already have a job or because it may be easier to find one where they go to college than at home. Others stay because they enjoy the freedom they have at college and don't want to go home

But for some attrdents, safety is their main concern. In Amherat, for instance. Brian Jackson's baseball cap does not even rate a second glance. But in his neighbor-Continued on Page A29

RAISING MONEY

U. of Miami is hoping a former coach brings home the gold

■ Napa Valley wine makers help the U. of Cal. harvest \$40,000

■ Community college's spelling bee attracts corporate donors

The U.S. Olympic baseball team failed to win a medal in Barcelona last week. But the team's coach could still bring home the gold to the University of Miaml, where he just retired

from Itis cosehing job. With the help of Conch Ron Fraser, the university held fund raisers nt two of the Olympic team's exhibition games before the official games began last month.

At Boaton's Fanway Park, about 90 Miami graduates attended n pre-game reception when the U.S. team played the team from the Republic of Korea. And when the U.S. team played the Korean team again at Oriole Park at Camden Yards in Baltimore, another reception was held for about 60 alumni. parents, and frienda.

The university says the events are its first concerted attempts to build a nationwide program to raise money from alumni. The recentions, officials say, were organized to "cultivate" prospective donors, velopment officers now plan to visit those who attended the events.

Mr. Fraser will also appear at several more alumni events this fall, "These events are the beginning-not the end," says Roy J. Nirschel, Jr., Miami's vice-presi- tural and Environmental Sciences.

dent for university advancement.
"And that message is very strong
we're going to ahake loose
millions of dollars from alumni throughout the nation."

California wine makers uncorked some fine vintages and raised \$40,000 for the University of California at Davis for research on the insects that are

destroying their grapevines. The benefit, which was called "Rootstock" and held at a Napa Valley country club, was sponsored by about 40 wine makers, most of whom had graduated from the Davis campus. About 800 people paid \$75 each to feast on foods wine of the region.

Money raised will so toward research on developing a grapevine rootstock that can resist the aphidlike insects in the genus Phylloxera. Wine makers in the Napa and Sonoma Valleys want to apeed the research because the cost of replacing the destroyed plants al-

ready totals shout \$500-million. "It's really positive marketing for the university, because it's a group of the industry's leaders askiog us to help solve a problem. says Scott R. Carney, a spokesman for Davis's College of Agricul-

Monroe (N.Y.) Community

Thirty-two chief executive offical companies participated recent ly in the college's second annual executive spelling bee.

employeea were asked to donate \$2,500 or \$1,750, depending on how many spectators they had invited; smaller companies were asked to give \$825.

The winning leam, Underberg & Keasler, received a plaque and the right not to contribute. The law which won by spelling "ichthyic," donated \$825 anyway.

Fund raisers say the event has been especially helpful in attracting larger corporate gifts. Last year tha college raised \$30,000 through the snelling bee and \$60,000 more through a later fund-raising appeal to local companies. This year, officials expect to exceed those amounts. JULIE L. NICKLIN

Soliege raised more than \$51,000 in under three hours by getting local business executives to prove publicly that they couldn't spell words like "lapit-

cers and 64 employees from 12 to

Companies with more than 100

Medicine. For a professorship in in-ternal medicine: \$1.5-million to U. of Cincinnati.

J. E. ANO L. E. MAREE FOUNDATION 401 South Boston

The survey found that white

many of the benefits of TOM were

hard to quantify, institutions often

reported that employees felt better

sbout their jobs, atudents were

hannier, and that the process had helped to break down barriers be-

tween faculty, staff, and monage-

amount of time it took to imple-

ment TOM, Staff members must be

trained and decisions can take

by committee rather than by an in-

Controversial In Some Arenss

dividual, Mr. Seymour notes.

Tules Ovie 74103

Pacilities. For a new student-activity center: \$500,000 challenge grant to Pontbonne College.

JOHN D. AND CATHERINE T. MecARTHUR FOUNDATION 140 South Dearborn Street Chicago 60603 Research. For programs at the Henry A. Murray Research Center: \$886,700 to Radeliffe College.

STATE FARM COMPANIES One State Ferm Plaza Bloomington, III. 61710

tneurence. For an institute of inser-ance law and regulation: \$500,000 to Santa Clare U. School of Law. TRUSLER FOUNDATION

Emporia, Kan. 66801 Facilities. For a sportacomp \$800,000 to Emporia State U. Alfre & Bulliumia

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—For scholarships: \$1-million from each of Iwo anonymous donors Emerson College, For Scholarships: \$100,000 from Mr. and Mm. Norman

I. Turke.

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ROBERT GOULD RESEARCH FOUNDATION 3700 Carew Tower Cincinnati 45202 tal campaign: \$200,000 from Thomas v. Reeso. Marshall University. For programs the aris: \$t-million from Joan C.

PRIVATE GIVING TO COLLEGES

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Proderick M. Weissman.
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a professorship in manufactaring ca-gineeriog: \$1-million from Robert and Esther Quinn. Weetam Michigan University. Por scholarships; \$1.6-million from Bes-

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Nearly Killed in a Shooting, a Queens Teen-Ager Reaches for the Chance for a Better Life in College The thick scar that runs from Mi-be heard the sound of gunshots, girl," he snys. "People who don't be the sound of gunshots, girl, g

chest is a reminder of the bullet thot nearly killed him and the surgery that saved his life.

A graduate of Springfield Garden High School in Queens, N.Y., Mr. Butler understands why some minority students choose to stay at college during the summer rather than return home. A casual conversation with another young man's girlfriend almost cost him his life ast vear.

The shooting also mode Mr. But-ler's high-school counselor, Ed-mund Archibald, even more determined to get the 18-year-old en rolled in college and out of New York, Mr. Archibald soys: "Michael doesn't do drugs, he's not a gang member, but he has a bullet in his shoulder '

Now that he has been accepted by the University of Massachusetts at Amherst, Mr. Butler says he has a chance at a better life. Mas sachusetts is a good opportunity." he says. "I don't want to mess it up by coming home and getting shot again.

A Few Casual Commenta

The shooting was sparked by a few casual comments that Mr. Butler made to the gunman's girl-friend, Mr. Botler had been warned that the young man might attack him, but he didn't think anything of

It was only when he saw glints of light bursting from the eutomntic weapon that he pushed his friend out of the way ond tried to run for

"As soon as I saw the light from the gun, I knew," Mr. Butler says.

"As soon as I saw the light from the gun, I

knew. You hear shots around here all the time. But when I saw the light,

I knew they were for us," 'You hear shots around here nil the time. But when I saw the light from the gun I knew they were for

As Mr. Butler turned to run into the house, a bullet slemmed into the back of his shoulder and lodged in his arm, tearing an artery. "When I got shot, I couldn't believe it," he says. "I hit the ground, but I couldn't feel my right

As he lay in the hospital recovering from the wound and from surgery to repair the artery, Mr. Butil. Then, as he sat on a friend's ler relived the shooting over and aloop, ha noticed two men walking over again and marveled at the shouling over again and the shoul pldlty of it. "A shooting over a

shots are common in the neighbor- How can anybody say, 'I gotta kill someone over u girl'?"

Although Mr. Butler provided police with a description of his asoilnnts, no arrests were made

Friends and family saw a marked difference in Mr. Butler after the shooting. "He went through a lot of chonges," Mr. Archibald says, When you get shot over nothing, when you can get killed walking out the door, you begin to think life s cheap. When you think life is cheup, you tend to do self-destructive things. You tend to live every doy like it's your last."

Seeking Counseling

For the three weeks Mr. Butler wos in the hospitol, he says he slept fitfully because he thought his as sailants would come and murder him in his hospital bed. Even after he was released, he trusted no one.

"I would walk down the street and ask myself. Why are those two guys walking down the street?" he says, "I would hear a shot snd

His grades dropped, and with httle provocation he would be ready to fight. Eventually Mr. Archibald suggested that the teen-ager seek counseling to help him resolve his emotional problems.

"It wasn't me any more," Mr. Butler says, "The shooting changed my life. I thought I had to live my life very quickly He sought help from Rondel

fall back into old hubits," he says. "Hopefully, I can get him out of dis insane place, licemise he has

-MICHELE N-K COLL ISON

American Trace

NGUAGE The Pimsleur Tapes

McClary, a counselor with the Namonthly, a contisetor with the Na-mal Council of Negro Women, who "got me to think about my life," he says.

e, he says.
"I was able to tolk about things that I couldn't with anyone else,"

He began to think about going to college again, and about his drenm of owning a restaurant. "I want to have and go to 11 new cuvironand," says Mr. Butler, who hopes to major in restaument mansegment. "If I could leave here this sammer, I would. I have to watch

my back here."

He has been uccepted at the Uniwrsity of Massachusetts at Ambest, but his fimmenal-aid award is

Mr. Butler says he would not lave made it this far without the help of Mr. McClary and his highshool counselors, Mr. Archibald and Charlotte Huey, "Mr. Archibild is the closest thing I have to a finer," he says, "He is like a safe-

Trying to Squeeze Through'

Mr. Butler is similar to other stutests at Springfield Gurden, says Mr. Archibald, "These are moud his trying to squeeze through the nighborhood," he says. "These me great kids who don't have the sme opportunities as students from middle-class families.

Many Springfield Carrier stradents who go on to college attend the State University of New York at Albany or Long Island Universi-

"Most of the kirls don't come both, because there are too many ways to get killed," Mr. Archibald

When you come hack here, you ad memories. At 18, you should-"thave lodeal with life or dentb."

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For Some, College Is a Refuge From Inner-City Violence and Fear

other reasons to be in the area,

scared to go home. Who wants to

a job on the enmons. "I told her I

didn't want to go home," says Mr.

Rodriguez, who lives in New York

City and is conducting research on

want to get caught in the crossfire

It's not too exciting here, but at

home for two weeks, he spent the

entire time in his parents' Brooklyn

Danger May Be Exaggerated

least I'm not dodging bullets."

un the plane."

"There's no life there. I didn't

When Mr. Rodnguez did go

"My neighborhood is getting

Chinese gangs this summer,

home?

Continued From Page A27 hood of Dorchester, a part of Bossity. "Sometimes they make up nities and their inner-city neighborton, the cap could get the University of Massuchusetts senior killed. They hate to admit that they are

Ignorance about the ever-changing fashion of gang members is part of the reason Mr. Jackson and 20 other black students are stuying in Amherst this summer.

Wearing a basefull cun here means nothing," snys Mr. Jackson, who is taking classes this sunmer. "There it might menn vou're part of a gang. I've been up here so long I can't keep track. You don't know which gang is wearing which

When I'm stuying in Amherst," he continues, "I don't have worry about getting hit in a drive-by shnoting. The primury thing is to get through college, and you can't do that with a bullet through your head."

Hnmicide Rates Cited

Mr. Juckson and dozens of other young men do not wunt to take that risk by staving in neighborhoods where shootings are enumonalise and drug deals are going on around the clock. Some men, like Mr. Jackson, have mided the excitement of urban life for the safety of the canmuses.

Others have become almost permanent residents of their college communities, venturing hume unly for shart visits because their four is so great that a ballet meant for someone else will end their young

"These young men know they have a great apportunity to be in college, and to think they could be killed on a humble is very traumatic for them," says Anthony Tillman, assistant dean of freshmen at Dartworth College, A "humble" is a triffing or stopid reason.

ries of friends' being gunned down

of going members on the prowl, of

small towns is a small price to pay

when they realize the apportunity for u better life could be ended by a

random bullet, said the young men

headlines to confirm their fears.

Last month Kevin Herd, a senior a Prairie View A&M University, was shot and killed while he and his

friend were looking for a party in Chicago, Young men on the street

whn thought Mr. Herd and his

friend were gang members about to

Death of a Howard Graduate

Henjaniin Donkur, who had just

admitted from Howard Universi-

ly, was killed in Jone when three

teen-ugers robbed him and his

friends as they were heading to u reggae club. Mr. Donkor was shot

even though he and his friends gave

More minority students stay

near college campuses in the sum-mer than college officials reolize,

bays Ron Campbell, director of

the teen upers their money.

shout at them, shut first.

interviewed for this story. They have only to look to the

constant drug dealing. Stuying in

to take them out."

lence in the black community, It's renl, it's there, but it's not that "Every summer I wanter what is the fite of the African-American much of a war zone." My Hawking says that many colnunles on my emposs," he adds, "I tell the young men to be careful and come back. Anybody entitl want

leges and oniversities are in runil is unbourd uf. When the students Young men eite the homieide return home for breaks, the differrates for black men. They tell sto-

the black community.

housing at George Mason Univer- ence between their college commuhoods is jarring. "The neighborhood usually hasn't changed that drastically," he says, "It's just ndmit that their neighborhood is so their perception. It's kind of a terrible they don't want to go shock

Others say college students are "On campus, they don't have to ok over their shoulders. They lence because they have left their look over their shoulders. They ilon't have in live in fear. They live neighborhoods. "Their friends will a stress-free life. It's almost like call them college-boy fools." they can't go home again." George Mnson's Mr. Campbell Tony Rodriguez, a senior at the "To survive, you have to University of lows, went to a counlook like your environment, and selor and asked her to help him find

Mr Campbell save college students also have learned how to negotiate and compromise, and that

They have to admit that

they are scared to go

home. Who wants to admit their neighborhood

is so terrible they don't want to go home?"

worse," he explains. "There are gungs, shootings, and drive-bys. while such skills may be valued in It's not uncommon to see someone lying dead in my neighborhood. college they sren't on the street. My parents were glad to see me. "Those solutions could get them but they were glad to put me back killed on the street," he adds.

Some students say college has made them less aggressive, "Being in college mnde me softer," Mr. Some sociologists say students Rodriguez says, "Before, I had to mny be exnggerating the danger. survive by blending in. I knew how "Muny college students hang out, tu talk that talk and walk that walk. Now I don't.

and nothing happens," says Dar-nell F. Hawkins, a professor of sa-Carroll F. Hardy, associate viceclology and African-American president for student affoirs at the Studies at the University of Illinois College of William and Mary, nt Chiengo, who studies violence in agrees; "Cullege students have lost that edge, their survival strategy. 'fhey no longer fit. They are no longer welcome on the corner, no longer the boys in the hood, and they could get into trouble trying to

These young men don't reveol munities where violent crime their thie reasons to many who ask why they are staying on campus, "I get mad when people talk obout

my neighborhood," says Jeffrey Lawrence, o senior at UMass, who is working off campus this suffic are good people. There are just a few people who make it o rough place to live. But I grew up with the gang members. They chose their way and I chose mine.

Other students have not only esalso are moving their brothers awoy from the violence. Bilal Karnem, a graduate student at Pennsvivania State University, got custody of his 12-year old brother. Isa, because he felt the streets of Cam den, N.J., would claim him. "He had been suspended for fighting, he had been taken to the police sto-" says Mr. Karriem, "I figured if I chonged the environment I might have an opportunity to save

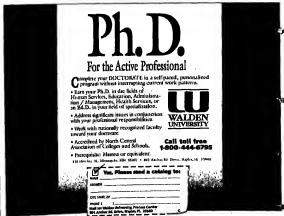
Mr. Karriem says that shootings are prevalent in his neighborhood and that he became worried when he learned that drug dealers knew his brother's name. He snys: "I snw where he was headed. He would never hove made it past 17."

'No Other Decision

Mr. Karriem says his brother has mode significant progress aince iss enrolled in State College Junior High School Previously Isa's report card wes full of F's, Mr. Karriem proudly says his brother now carns A'a and B's.

"I don't want to take a chance on him going back to the mad-ness," Mr. Karriem says. "He's my little brother. There was no othar decision.

Despite the fact that they are staving away now, all the young men sald they wanted to return to help their communities, "We all talk about giving back to our comothers will have a better life," Mr. Lawrence says. "But you hove to have something to go back with. And we're here to get the knowledge and the skills so we can go







Michael Butter right, and Edmund Archibald, his high

NCAA Releases Data on Graduation Rates of Individual Colleges

By DOUGLAS LEDERMAN For the first time ever, the National Collegiate Athletic Association has released information about the graduation rates of its member colleges' athletes on a campus-bycampus basis.

In past years the association published only a summary of the graduation rates for all colleges in Division I, its 10p competitive level. But prodded by federal lawmakers who sought more complete disclosure about the academic succcss of athletes and other students. NCAA members agreed to make the dota public beginning this year.

A federal law that requires the publication of graduation rates at all colleges that receive federal aid will take effect next year.

ast week the association released a 625-page report featuring two pages nn ench of the 297 col- of Charleston, Coppin State, encs in Division I.

Among other things, the NCAA's report provided a look at how many scholarship athletes and othdown hy sex and race; the data on players in the pool enrolled.

المكواء

athletes also include some breakliwn hy sport.

But in response to the enneern of college officials that individual othletes on teams with small numbers of players might be identified, the NCAA provided, for each sport, a graduation rate and an estimate of the number of athletes in the pool.

Counselors and Coaches

The federal law requires colleges to provide the form to prospective athletes and their parents, to guidance counselors, and to highschool coaches

Like a survey last month by The Chronicle, the NCAA report did not years ago, the NCAA's infractions provide information about the graduation rates of athletes at the eight Ivy League colleges and the three U.S. service academies. since they do not give athletic scholarships. The data below include graduotion-rate informotion for 32 of the 39 Division I colleges that did not participate in The Chronicle survey (July 22).

Seven institutions-the College Northeastern Illinois, and Southern Utah Universities, the State University of New York at Buffolo, and the Universities of Missouri er foll-lime students had earned at Kansas City and North Carolina their degrees within six yeors after at Greensboro, did not provide inthey enrolled. The information on formation becouse they had not students and athletes was broken joined Division I at the time the tern of violations" that "flour-

ATHLETICS NOTES

■ NCAA puts U. of Texas-Pan American on 3 years' probation

■ Football coach at Newberry College resigns over his résumé

The National Collegiste Athletic Association last week put the University of Texas-Pan American on three years' pro batioo because of major rules violatioos lo its men's basketball program.

Because the university's women's basketball team had been punished for major violations two PEOPLE IN ATHLETICS committee hit Texas-Pan American with some of the association's penalties for major repeat viola-tors—the so-called death penalty.

The ponel stopped short of the complete ban on competition that it imposed on Southern Methodist University's football learn in 1987. But It cut short Pan American's 1992-93 basketball season by five games, barred the team from appenring on television or in postsecson play next year, and cut its scholarships to 10 in 1992-93 and 12 in 1993,94

The infractions panel said Pan American officials had failed to maintoin control over the basketished" for several years. The viola-

tions included unethical condoct by the former basketball conch.

Newberry College's football coach has quit amid reports of discrepancies between hia résumé and his work experience.

Brud Scuter said he had quit becoose The State newspaper of Columbin, S. C., was set to run s story showing that he had exaggerated his duties in prior jobs. The State also reported a former coach's claim that Newberry's president knew about the divergence. -D.L.

Elizabeth Alden, graduate assistant to the associate director of men's ethletic at U. of lowa, to director of athletics at

Bill Byme, athletics director at U. of Oregon, to athletics director at U. of Nebraska. Barbara Comp, ossociate director of athletics at U. of California at tryine, to

abletics at U. of California i Irvine, to aching director. Tom Golline, assistic, con white is director. To modelline, assistic, co white is director. To modelline, assistic, co white is director. The modelline, assistic director of a Campbell of the seek of the control of th

Leon Drury, athletics director at Bryani College, has been dismissed. Dennis Farrell, associate commissioner of the Big West Conference, to commis-

Thomas Ford, at hietics director at U. of California at Irvine, to assistant executive director of the National Association of Brasketball Couches.

Bracos A. Orlmes, former athletics director at West Texas State U., to athletics director at West Texas State U., to athletics director at Post Pagnatist Director at News Pagnatis Director at Ted Klessil, associate director of all-letics for sports programs and external operations at U. of Arizona, to athletics

operations at U. of Arizona, to athletics director of U. of Dayton. Roger Sayers, president of U. of Ala-bama, has been named chairman of the College Football Association's Board of Nissators.

Directors.

Robert J. Telbal, dean of admissions and financial uid at Callolic U. of Americo, to athlettes director. Jeff Thumpson, athletics director at U. of Colorado at Colorado Springs, has announced his resignation, effective September 30.

Cherica E. Young, chancellor of the U.
of California at Los Angeles, has been
nomed Division tehuir of the National
Colleginte Athletic Association's presi-

Graduation Rates of Scholarship Athletes at 32 NCAA Division I Colleges

	vykko mala atkietea		Black n	Black male athletes White female of		nain athletes	othicles Start San Contract						
	Total	Propertion producted .	Total	Propertion graduated	Prendellen		Mack female ethictes		All athletes		Refined graduation rate 2		
Alabama Stata U	0	-	117	28.2%	Total	Principal	Total	Proportion graduated	fotal	Proportion	Total	Proportion graduated	
Alcom State U	0		87	27.8			30	48.7%	147	32.0%	47	100.0%	
Boston U	54	68.7	9	77.8	0		18	63,2	106	34.0	86	40.7	
arigham Young U	90	30.0		0.0	27	77.8	3	100.0	114	72.8	96	88.0	
Butler U	40	77.5			38	60.5	1	0.0	160	35.3	115	49.6	
Campball U	. 38	62.1		25.0	20	70.0	0		52	72.6	57	89.5	
Onleware Sieta ti	3	33.8	47		- 7	85.7	3	33.3	67	52.8	44	100.0	
Duke U	68	91.2	13	42.5	. 0	:	13	51.5	84	46.8	48	68.8	
Geargetown U	9 -	77.6	10	84.5	. 17	100,0	1	100.0	103	92.2	103	96.1	
Grambling Stola U	- 3 ×	33.3	132	70.0	12	· 53.3	3	85.7	35	77.1	28	93.1	
Hofsira U	15	66.7	2	39.0	4	100,0	47	59.5	198	48.0	83	95.7	
Jackson State II	0	40.1		50.0	19	542	0	_	55	60.0	34	97.1	
McNasse State U	83	38.8	105	31.4	. 0		20	50.0	125	34.0	54	70.3	
Morgen State U		100.0	40	10.0	. 17	47,1	9	33.3	187	81.8	108		
North Carolina A&T State U	. 0	200.0	92	38.0			32	37.5	125	38.0	102	50.0	
Northwestern U	68	53.8	60	31.7	0	10 - E	13	51.5	78	37.0.	35	44.1	
Pennsylvania Stata U	80			75.0	. 34	79,4	3	66.7	129	81.0		77.1	
Prairie View A&M U†		67.0	20	60,0	- 51	73,2	4	75.0	166	63.0	131	93.1	
Saint John's U	54	75.9				3			0.00	03.0	151	75.0	
Semford U	4		8	75.0	20	85.0	3	66.7	59	78.7			
San Olega State U		27.6	1		4.					80.0	107	83.0	
Seton Heit II	18	68.7	18		21	33,3	9	22.2	.92		11	81.8 *	
Southagal Misqouri Stata U	43	32.6	10		15	59.3	2		46	25.1 52.2	90	32.2	
Southern U	0	32.0	34		25	48,0	10	20.0			34	79.4	
Templa U	. 80	-	78		0	1	28	31.0	114	36.2	82	51.2	
Tannesson State U	. 0	55.0	48		. 37	. 81.1	17	70.5	191	28.8	78	43.6	
exas Southarn U	0.1	1	75	26.7	. 0	9.5	19		94	56.0	172	56.9	
of Arkanssa at Little Rock †	-	24	47	12.8	0	200	23		94	29.8	73	41.1	
of Detroit						37.1.3			81	11.1	. 31	28.0	
of South Alabama	-	81.3	7	14.3	17	35.3	6	40.0	4	1.00			
tah Stale U		42.9	. 7	0.0	9	44.4	8	37.5	. 64	- 45.9	43	72.1	
Illenova U		29.3	8		32	.87.6	4	0.0	46	40.0	25	84.0	
	1 27	81.5	3	100.0	31	90.8	· ·	- 0.0	98	81,3	88	87.5	

† Preirie View A&M U. did not provide the HCAA with a copy of its Graduation Rates Di at Little Rock told the NCAA that it was unable to provide the information base.

Dispatch Case

The Institute of International Education has compiled a directory of scademic ges sud other conperative projects between U.S. colleges Central Europe.

The directory is part of a report on the status of such programs,
"Where Walls Once Stood." It is based on a survey of U.S. colleges and exchange organizatious and includes information received as recently as January 1992. The report discusses changes since 1989. when the HE last sorveyed colleges on their links to institutions in Bulgarie, Czechoslovakiu, Hungary, Poland, Romaniu, ond bgoslavis and its successor states. Among the findings:

a Substantial growth in the number of exchange programs and the number of U.S. institutions soonsoring exchanges

· A decline in the predominance of broad, long-term exclumes

 An increase in new exclampe ad training programs in professional fields such os how, management, and public administration—most of them set up since 1990.

· An increase in the number of scalenic and professional training scalaric and protessional training pograms being conducted on site in Eastern Europe.

a A growing tendency for the put of U.S. foundations to make

pants directly to institutions in East Central Europe. The programs listed in the report's 90 pages of appendixes are organized alphabetically by 11.5.

campus, by country and profiner inflution, and by field of storiy The report was written by May E. Kirk, the HE program director for ast Central Europe, who is based

Copies of "Where Walls tince Sood" are \$10 cach, including estage, and can be ordered from t Books, Institute of International issation, 809 United Nations Fizz, New York 10017-3580 information on new projects involving U.S. institutions and the in the region can be sent to the least Central Europe Information Exchange at me. Ford Foundation protes support the project.

The education ministers of norethan a dozen Asien and lie countries were in Washington last week for needings and a symposium on Reducation Standards for the fluctury."

U.S. Secretary of Education tanar Alexander served as host for be pathering, which President by announced during his true to the infantary. The ministers represent the omides of the Asia Pacific omic Cooperation group. eleding Aostralia, Brunel salam, the People's Republic ordisalam, the People's Reput d'Clina, Indonesia, Japan, idlayan, New Zealand, the Pasphoes, Singapore, South Rote, Chinese Taiper, and Indand.

International

Summer in Israel for Black Students From Wilberforce

University's program helps them dismantle stereotypes

By Herbert M. Watzman

TEL AVIV ULIA TOLBERT, a senior at the historicolly black Wilberforce University in Ohio, spent four weeks this summer living with a large family in a disadvantaged neighborhood frouhled by crime and

The family was Jewish and the neighbor hand was the Jesse Cohen scetion of Ho-Ion, it suborb of Tel Aviv.

For the four Wilherforce seniors who spent a mouth teaching English to kids in Jesse Cohen, it was their first real contact with Jewish people, culture, and religion. Having grawn up in predominantly black areas of cities in the American Midwest, all finn warmen said they had never had contact with American Jews

"In America, Jews and blacks are put up ngainst each other," said Ms. Tolhert, o communications under. "Even though they are more similar than they are different, sterentypes keep wills up hetween

While she cited a desire to improve black-Jewish relations as a main mutivation for coming to Israel, her three culleagues were less driven by ideals.

"It was a chance to go to a different country," soul LaVerne Gray, a child-development major. "Hecause of the expease of traveling, I'll probably never have another opportunity to do this."

The four women were unung nine Wilberforce students and one professor who spent two and a hulf months in Israel under the auspices of the university's Institute of African-American/Israel Exchange, set up lost year to run this and similar programs The summer also included a stuy on o kibbut a und three weeks of study at the Hebrew University of Jerusalem.

Eric V. A. Winston, Wilberforce's vicepresident für development and university relations, said the idea for the program had been proposed in 1988 by a faculty mem-

"Wilberforce students must fulfill a 'cooperative education' requirement, and he suggested that some might do so on a kibbutz in Israel," Mr. Winston said

"With ull the discussion of black-Jewish relations, it seemed a timely subject," he added. "And our new president wanted to see the university more involved in international activities. One of our board members, Herbert Abrons, heard of the ides and said be would fund the first group."

On a Irip to Israel to explore the idea, Mr. Winston met Beth Zuriel, who serves as a liaison person there for the Columbus and Dayton Jewish Pederations. The Jesse Cohen neighborhood had been "adopted" by the Jewish groups she represents, and she was seeking volunteers to work there.

"We had been thinking for many years



Perticipents in Wilberforce University's sommer program laad Israeli children in a rep song.



Realist Joy: Beceose her hosts dan't speek English and sha dossn't speek Habrew, "wa've

ed to be good at pantomime. of setting up a day camp that would help neighborhood children with their English. but we hadn't had any success in recruiting lewish volunteers from Columbus and Davion for the job," Ms. Zuriel said. "When I first heard about the Wilberforce program, I immediately thought it could provide the volunteers we needed."

Warmly Accepted

Ms. Zuriel said she was surprised and pleased at how warmly the Jesse Cohen community accepted the volunteers.

One of them-Rachel Joy, a politicalscience major-said the fsmilies lhe stu-dents were staying with 'don't speak English, and we don't speak Hebrew, so we've

Jeorned to be good at psntomime." Said Ms. Gray: "Reolly, they aren't much different from our families at home. The television is on all the time and the children are slways making noise."

All four women agreed, however, that nothing like American poverty exists in Israel. Jesse Cohen has a reputation as one of the Tel Aviv area's most crime-ridden and drug-infested districts, but it la far bet-



Jolla Tolbart: "I'd like to have a hend in battering raletions between Jawa and blooks in America."

ler off than the worst of the inner-city **Cneighborhoods in the United Stotes. "Af-ier what they told us, I was expecting a ghetto," Ms. Tolbert said. "But by American standards they live comfortably."

Ms. Tolbert, who aspires to be a foreign correspondent, said she would like to retum to Israel as a reporter for an American television network. "I'd like to have a hand in bettering relations between Jews and blacks in America," she said. "There are a lot of stereotypes about both.

"For instance, the first thing the kids here asked us when we came was whether we know how to play basketboll," she said with a laugh. "Also, whether we can rap." The students actually had prepared a special summer-camp rap to teach to the .: young Israells.

"As for getting rid of stereotypes," Ms. Tolbert said, "I can tell you that all Israelis cat is watermelon."

Mr. Wioston, who visited Israel during the students' atay here, said the program also was open to students from other institutions, although Wilberforce could provide financing only for its own atudents.

Head of Rectors' Group in Peru Proposes Consolidation of Universities

By LUCIEN CHAUVIN

The president of Peru's National Association of University Rectors, Javier Sota Nadal, has proposed a controversial way to deal with the economic crisis facing higher education throughout his country: consolidation.

"Consolidation doesn't mean doing away with universities," he said, "It means optimizing resources in order to deal with a serious economic crisis that isn't going to disappear in the near fu-

has grown much faster than the According to Mr. Sota, who has country's economy, causing a re been president of the National Enduction, in real terms, of the gineering University in Lima since resources available for higher edu-1989, the country's 52 universities are "duplicating bureaucracy, cnnflicts, and inefficiency." for Peru's 28 public universities is \$100-million (U.S.)-

He has called for the consolidation of the universities into 20 or 25 regional und specialized institu-

"The universities don't have money to pay their electricity, water, or telephone bills, much less for laboratory supplies that are n basic component of a university's work," he said.

Peru's university history is the the university here has been con-

THE CHRONICLE OF HIGHER EDUCATION

Index

VOLUME XXXVIII

August 28, 1991 - August 12, 1992

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1541 when San Marcos National University was formed. In the 414 years from Snn Murcos's founding antii 1955, only eight universities ull but one of them public-were

geoned. In less than four decades

have been established

44 public and private universities

But the number of universities

Today the government's budget

roughly \$3.6-million for each insti-

try's 300,000 public university stu-

"Universities were created as System Burgeoned appendages of political parties or After 1955, however, the counas a way to get elected." he added. try's higher-education system bur-"For a congressman or senator to

'The universities

don't have money to pay their electricity,

water, or telephone

bills, much less for laboratory supplies,"

tution, or an investment of a little less than \$10 for each of the counesinblished, without any thought nbout how they were going to be maintained or financed."

"What is wrong with the higher-education system in Peru is the Mr. Sola is highly critical of many of the country's private instinumber of universities," Mr. Sota tutions, which he has described as said in an interview. "The role of "chalk-and-blackboard universi-

Jest in the Americas, dating tn fused with the number of universi- added, do not fulfill the basic idea of what a university should be.

The underlying problem, Mr. "They buy a house, sume chairs, Sola said, is that many of the counhire professors, put up a sign, and try's universities were not founded call themselves a university." he to further higher education, but for said. "It doesn't seem important that they lack libraries, inburatories, and the basic infrastructure necessary for learning."

Support From Rectors

Since Mr. Sola proposed reducing the number of universities in Peru, n number of members of the rectors' group have come forward to support the idea.

With the consolidation of the universities, it may be possible to leave behind some of the problems we are currently forced to deal with," said Pedro Villena Hidalgo, president of San Cristóbal University in the department of Ayacu-

Alberto Coayla Vilca, president of Jorge Basadre National University in the southern department of Tacnn, said that his university had in many ways already put Mr. Sola's idea into practice.

For the paat five years, he noted, Carlin said. "The reductions could Jorge Basadre University has run ties," Many of the institutions, he exchange programs with university.

ties in the neighboring departments of Puno and Arequipa.

Alfonso Ramos Geldres, the

president of the national teachers' cullege, commonly known as La Cuntuta, said the consolidation might prove to be the solution to the financial crisis facing the universities.

He cautioned, however, that a comprehensive study should be done to identify what sort of problems may arise.

Although the proposal has been received by the rectors with some enthusiusm and optimism, the National Federation of University Eniployees of Peru has been skep tical. "The proposal lacks any son of guidelines and, as such, cannot be discussed," said Pedro Carlia, general secretary of the employee group. In a country where only 20 per

cent of the work force is employed in full-time jobs, the federation's 18,000 members are concerned that the consolidation of universities would mean a drastic reduction in non-academie personnel. "If the number of universities is reduced by half, it is only logical that there will be reductions in staffing," Mr. destroy the right to labor stabil-

British Government Refuses to Help Pay for Faculty Raise

By DAVID WALKER

LONGON Ten weeks after university faculty members and vice-chancellors agreed on a 1992 pay raise of 7 per cent, government officials condemned the increase as excessive and are refusing to help pay for it.

The Committee of Vice-Chan-

cetiors, which says the universities' own budgets cannol finnnce the incresse without a special government grant, is now considering a fawsult against the Department of Education.

It was only after the Cabinet rejected a report by the Top Salaries Review Body that recommended substantial raises for judges, mili-tary officers, and civil servants,

The government's anxiety about sataries paid to public employees stems from Britsin's growing economic difficulties.

Although government grants acemployees.

"The position we bave taken reflects the overriding public interest in moderating pay settlements and the growth of public spending," said Higher Education Minister Ni-

'Who Managea?'

The ambiguity about the government's role in setting faculty com-pensation led Stewart Sutherland. vice-chancellor of London University and the universities' spokesman on salary issues, to ask, "Who manages the universities?"

"The vice-chancellors do," he

ly service the public expects of tary of the Association of Universi-

us."
Iy Teachers, said the government
The government is refusing to
had singled out professors as "vicgive about \$46-million to the universities in supplemental salary cy." She pointed out that teachers funds.

8% for Schoolteachera

The vice-chancellors any that ford the raises that they bud negotiated with the professora.

in clementary and secondary schools had recently made a deal for an increase of nearly 8 per cent.

The government has indicated a without such funds they cannot af- willingness to uccept a compre misc on vincrense of less than 5 per ated with the professora. cent, provided faculty members in-Diana Warwick, general scere-crense their "productivity." a

Brazil's Minister of Education Resigns in Anger Over Government Corruption

By DANIELA HART

that it intervened in the universities dealings on faculty pay. Until then it appeared that the salary week because of what he said were unbearable pressures to allocate unbearable pressures to allocate and former president of the Brailton Society for the Progress of resources from the miniatry for political purposes.

When I joined the government In 1990, initially as Secretary of State for Science and Technology and later as Minisjer of Education count for only two-thirds of the there was a program for modernizbudgets of British universities, ing the country," he said. "Now professors are regarded as public the government is no longer concerned with the problems of the country, but only with keeping it-

Mr. Goldemberg's resignation came es the prospect of impeachment proceedings against the country'a president, Fernando Collor de Melto, appeared more and more likely. A parliamentary committee investigating the activities of a close friend and associate of the president, Paulo Cesar Parias, hea uncovered evidence of corruption in the government.

Newspapers in Brazil have carried many reports on how the in-vestigation has led to intense presanswered. "We bave reached a sure on officials like Mr. Goldemsettlement at a level we consider here so it one government finds to guerantee the support of the presi-

dent's political allies so as to defeat

Science, belongs to no political party. He was the first Minister of Education In decades to come from an academie background.

High Expectationa

When he took office two year ago, academics had high hopes that education in the equatry would be Improved. With the appointment of his successor, Eraldo Tinoco, many academics are again worried about the prospects for education. Mr. Tinoco was serving as en elect ed Federat Deputy in Brazil's Congresa when he was appointed min-Isler. Education officials seem to know little of his background other than that he is a politicien and not

"This is undoubledly a regresslon," said Bnnio Candolti, president of the Brazilian Society for the Progress of Science. government going back to choosing e Minister of Education according to political criteria, there is no hope of reforms in education."

Sownar DID YOU DO ON YOUR Summer vacation? Florida Atlantic University, decided to spend it enericacing of first hand the trials that the Guatemalans shom she works with in Florida underwent to get there. mearly June she traveled to Guatennala, where, after usiting with relatives of her clients, she paid a guide 500 to lead her through Mexico to the U.S. bornler, After derson dangerous (and cold) trails, the 55-year-old professor finally declared she had enough.

Leaving the rest of her group, who had no choice but menter the U.S. illegally and who faced three hard days before attempting to cross the horder at Tijuana, Ms. Campoverde took the bus to Brownsville, Tex.

Backin Florida, she said: "I feel so much closer to the Gutemalans. As a human being I have changed, I have exmedefinitely more humble in my beliefs about

inthese days when the average tenure of college sesidents is little more than live years, the Rev. Raymon humbart is manity: When he leaves office as president dLoyola University Chicago next July 31, he will have kenie office 23 years.

Toubles continue at Paul Quinn College: After the olige's president, Warren W. Morgan, stepped aside in Michander pressure from the Board of Trustees, Matten Powers was named interim president. Late last month. Mr. Powers resigned for health

LBoone Pickans, Texas businessman and former diman of the Hoard of Regents of West Texas State University, has asked the university to drop his and his 端 snames from a lecture series. The ties between Mr. ficters and Ed D. Roach, the controversial former resident of the university, have been subject to intense

libis letter, Mr. Pickens wrote: "It is clear that the present administration doesn't have the some interest as beprior one did. Consequently, I believe it would be oppopriate to remove our names from the lecture series."

When Lawrence K. Pettit resigned as chancellor of the fothern Illinois University system last summer, he said esould return to the university as a tenured professor his Department of Higher I ducation after serving a year safellow at the American Council on Education in

Last month Mr. Pettit accepted the presidency uf blana University of Pennsylvania. He had earlier been a imist for the presidencies of the University of Manado and East Tennessee State University.

last December we reported that contestants on a Revision game show had difficulty remembering Lauro butes. To add insult to injury: A recent bingraphy of a Cimon contains a photograph of Mr. Clinton, George Land Mr. Cavazos at the 1989 Education Summit. A. Cavazos at the 1909 Education, is incurrectly milied as lows Gov. Terry E. Branstad.

Astapected (Name Dropping, July 8), Julius L. was named chancellor of North Carolina Central aversity. He will take office in December.

Gazette APPOINTMENTS, RESIGNATIONS, & DEATHS







West Chester U. of Pennsylvania



Modern Language



Philomena Mantella Fairleigh Dickinson

Denia Calandra of South Florida

New college and university chief executives: Austin Community College (Minn.), Vicky R. Smith; Hampden-Sydney College, Lieut. Gen. Samuel V. Wilson; Indiana University of Pennsylvania, Lawrence K. Pettit; North Carolina Central University, Julius L. Chambers; Southern Ohio College, Vincent Zocco; West Chester University of Pennsylvania, Madeleine Wing Adler; Western Connecticut State University, James R. Roach.

. Other new shief executive: American Osteopathic Association, Robert E. Draba.

Appointments, Resignations

Joan Connell

Cunisins College

Arthur J. Aolan, vice-president for accident effairs at Ohlo Northern U., to vice-president for accident effairs at Chatham for accident effairs at Chatham College.

Maddelbe Wing Adles, vice-president accident effairs at Framework.

Maddelbe Wing Adles, vice-president college.

Chatham College.

Ch

Chesier U. of Pensylvania.

Maria L. Alvarez, director of special
events ni Barry U., to director of realdential life.

Japico M. Anderson, former personnel
to a director ni Metropolita. nance M. Anderson, former persons and planning director at Metropolitas State U. (Mino.), to executive assista for external relations and personnel.

for.

Robert P, Barelitle, professor of Germas L Chillorial State U. at Long Beach, to dean of the college at Cord ensults, of the college at Cord ensults, of the college at Cord ensults of the college at Cord ensurem

sois U.
Raymond M. Barrows, national directo
of minority enrollment at U. S. Air
Porce Academy, to director of admis-sloos at U. of Massachusetts—Dart-

of Loyola U. Chicago, hos nanounced his retirement, effective no inter than July 31, 1932. Lany 8, Benedict, vice-president for studest affairs and sease-file professor of education at U. of Southern Maine, to dean of Homewood student acrytices at Johns Hopkina U.

cation at Virginia Commonwealth U., to ossociate dean for alludent offsirs at Smith College. Reland Banefoot, a sacciste director of planned giving at Purmao U., to direc-

Johns Hopkina U.
Wanda B. Righem, prealdent of Telkyo
Morycreat U., has resigned.
Saena R. Rwy, realdent director at U.
of Florids, to area residence coordinator
and director of student programs and
Washington and Jefferson College.
U. of South Florids, to chairman of the
department.

depariment.
Louise A. Celligiuri, director of student activities at American U., to denn of student affairs at Chatham College.
Stephes Celidas, professor of taw at Wayne State U., to interim deas of the law school.

otis Cary, professor of history at Am-hersi College, has retired, Continued on Following Page

Doré Charbonnean, consultant is Los Angeles, to director of annual giving at California Institute of Technology. Staphen D. Christaees, former direc-tor of major gifts at U. of California at Ir-vine, to director of major gifts at Culifor-nia State U. at Sun Bernardino.

Hanry Steele Coraranger, John Wood-piff Simpson Lecturer at Amherst Col-lege, hus retired.

lege, hus retired.

Jone Connell, former vice-president for neademic offairs and professor of history at Xavier U. (Ohio), to vice-president for neademic affairs at Canishus College. offective December I

G. Robart V. Guthria, professor of psychology at Southern Himoid. U. a Carbonalde, daso in direction of the Black control of the Black control of the Black control of the Black control of the Grant effective December I.

Jahn Enneally, professor of philosophy
at Smith College, a six to dean of currigeneral college, a six to dean of curriden for student of Smith College,
at Constantial, associate viceden for student offsirs at 10 of Toledo,
to vice-president for student offsirs at
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to vice-president of student offsirs at
Smith College,
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to vice-president of student offsirs
to vice-president offsirs

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هكذا من اللحميا

gram at National-Lools U.

Ann J. Davia, professor of history and black studies at Amherat College, has

Heary C. Dawson, denn of admissions and flaoncial sid at Emory and Henry

College, to executive essistant to the president.
Robert W. Day, program director el
Texes Higher Education Coordinating

loard, to chairman of husiness and tech cologies at Dabney S. Lancaster Community College, Richard S, Diotrich, former essociate

Riohord S. Diotrich, former essociation Riohord S. Diotrich, former essociation and First Presbyterion Church (Gelnesville, Fle.), to director of the Lay Natituto of Faith and Life at Columbia Seminary (Cs.).

Glorie A. Donnolly, essociate professor of mirsing et La Solie U., clso to deen of

Alired G. Eberle, Jr., director of elomni relations of Marquette U., to director of James K. Edzwald, former professor of civil engineering at U. of Massachosetts

at Amherst, to professor of environmen-tal engineering at Reassalaer Polytech-

nie inatiiute.

Robin Faiton, regional sales manager et
Coeur d'Alene Resort (Coeur d'Alone,
tdaho), to assistant directot of planned

William L. Ferguson, vice-chancellor for business affairs at Louisiera State U. at Shreveport, has announced his retire-ment, effective Soptember 30.

Calestino Fernandez, vice-president for needemic services and ondorgradu-ate education at U. of Arizona, also to

Horace W. Fleming, Jr., exceptive viceive vice-president and provont at Mer-

Reads Fulls, consoltent in South Borlington, Vt., to coordinator of student-development programming at Franklin College (Ind.).

Mary Beth Ginter, adjunct professor of Spanish at Henry Ford Community Col-lege, to manager of foreign-language and cultural-training programs et U. of De-troit Merc.

ion Mercy.

Isauro Gonzales, director of student fi-gancial aid at U. of Texas at San Anto-ido, also to assistant vice-president for

Madeiaine J. Goodman, assistant vice-nostrient for ceademic affairs at U. of

Patriola Ryainetd, assistant professor of educational administration at Wash-ington State U., to associate professor of educational administration and cour soling at U. of Northern I own. College (Ind.).
Failth Babbaleke, de aa of the honors
college at U. of Meryland nt College
Park, to doan of faculty of Mills College.
Tom Gallagher, director of computing
and network corrolect an Kanses State
O., to director of systems development
in the provost's office. Todd Kuckkahn, associete head men's basketball coech et U. of Wisconain at

Platte ville, to alumni director Plattie Vite, to etumn director.

Paul L. La Celle, professor and cheirman of blophysics in the school of medicine and dentiarry at U. of Rochester, to sonior a seoclete dece for sesdemic affairs and research. in the provosat's office.
John M., Garbe, esaistant ulrector of
the Illinois Agaicultural Experiment Station et U. of Illinois nut Unbooc Champoign, to associate director of ecoperavice extension and associate dean of the
college of Tood and meteral resources at
U. of Manas-housts et al maheria.

John M. of Manas-housts et al. (1) of the ManasU. of Manas-housts et al. (1) of the ManasU. of Manas-housts et al. (1) of the ManasU. of Statistical professor of statistic of
municalion at Southern to ManasMa

fairs and research.

Robert LaPointe, director of development for the school of engineering and opplied science of U. of Californis at Los Angeles, to director of development at Gonzaga U.

of agricultural and resource manage-ment at Cooperative Extension at Rut-gers U. to director of Cooperative Ex-

tension.
Amy O. Johagoa, associote denn of admission at Amherat College, has retired.
Revia W. Jonas, apecela-projects manager at Davia Furnitor Company (Black
River Falls, Wiss.), to direction fisher Small Business Development Center at
U. of Wisconsian of Ear Cleifer.
Mary L. Jonos, chairmon of physical education of Soils 18ar y 8 College
education of Soils 18ar y 8 College

Sandra A. Jones, head of the depart-ment of norsing at Bradley U., to deen of the school of narsing at U. of Indianspo-

Parandeh Kia, coordinator of interas-

tional-scholar and feetity programs at Oregoa Stele U., to coordinator of inter-national-student programs at Chilifornia Intal inte of Technology.

filberal arts and selences at Gaston

te Community College.

Wille J. Kimmone, deen of the division

Community College, to vice-president or seedemic and student affeirs at Lew-

Ruth A. Wittner, director of corporate nd foundation relations at Sione Col-

lego, to director of devolutment at Chat-

Harbert L. Koerselman, chelrman of music at Sam Honston Stele U., to deen of the school of music et U. of Louis-

Robbee Bakes Korek, executive direc-

tor of the capilal campaignet Illinois In-afflute of Technology, to vice-president for university rolations at Bucknell U. Afan Kraditor, dean of the school of ar-

ban and regional planning at U. of Southern Chifornia, to senior vice-pres-

Sharea Perimaa Krefetz, ansociate pro-feasor of gover amont end interneticool relations at Clark U. (Mass.), also to

dean of the college.
Mildred S. Kreider, professor of nuraing at U. of Moryland at Baltimore, also
to chairpemon of psychlatic and commonity-health nursing.

Denaid J. Krogatad, professor of medi-cine at Washington U. (Mo.), to profes-sor of tropical diagescs, chairman of

Itology of Tulano U.

icel medicine, and chairman of para

(N.C.) to deap of atotic

Lawrence T. Leslok, director of simila-sions at Eoreka College, to director of admissions at Wilmington College [Ohlo].

Ohlo). Louis T. Lavy, assistant vice-president for enrollment management at Tri-Stato U., to director of undergraduate admin-tions at Floride Institute of Technology. Joa C. Lewis, vice-president for sea-domic affairs at Georgetown College (Ky.), to eascelate provost et Semford

U. Righard Lolley, professor of anstomy at U. of Chilifornia et Los Angeles, siso to chairman of snatomy and cell biology.

Couen N. Loela, la wyor ia Washington, to executive secretary of the alumni as-sociation and associate vice-president Hawali at Munna, to interim senior viceni relations at Georgetown U Gery R. Lowe, associate dear of the school of social work at ladiona U.,

Hawni at Munta, Iol merum asson — president.

Robart F. Grose, professor of psycholo-gy und director of invitational research of Antherst College, has retired.

Donniel B. Gueraney, professor of mar-riage and family therapy of Puller Theo-logical Seminary, to director of graduote studies is family therapy at Seattle Psdean of the school of sucial work at East

ettic O.

Lucyl. Quarmany, executive director of
the Cultech Y of California lastitole of
Technology, to denn of student development and campos life at Senttle Pacific

Bawe Low, former director of com-puter systems at U. S. Millary Acudemy, to director of computer and information systems of Autorea. U. S. Autorea. On the systems of Autorea. U. S. Freedom and the systems of Autorea. U. S. Freedom and the systems of Autorea. U. S. Freedom and the systems of Freedom State U. of New York at Buffalo, also to associate Vice-provent Control of the Control of State Control of State

foirs.

Shalla Mammaa, nasociate professor of consumer studies at U. of Massachusetts of Amherst, also to head of the de-

State College of Optometry, to associote vice-president for enrollment services at

Alas R. Martis, former deon of college life and development at Matintuck Con-monity College, to defin of stodents at Housatonic Community College. William L. Mertie, vice-president for evelopment at Carroll College (Wis.).

to vice-president for university advance Erneel A. Martinez, president and su-perintedent of Cerritos Community College District, to deputy to the chos-

John O. McCandless, scalor vice-president and professor of education at Olivet College, to vice-president

College, to vice-president for develop-ment at Thiel College, Polley A. McClum, associate vice-pres ident for information resources of indi-ane U., to essociate vice-president and professor of environmental sciences et

U. of Virginie Jaraes E, McCollum, assistant to the president for legal services at Youngs-lown Siste U., lo director of public rele-

iows Siste U., in director of problic rela-lions.

Deabra L. McDougaid, erea coordinator in the disperiment of residence sile of a week of congrect callege, to director of attra-vest floragies Callege, to director of attra-vest floragies Callege, to director of attra-tification Hizman Callego.

John R. O., Mekkenn, deen of the facolity of Siste U. of New York Callego of Technology at Castos, bear reliral. John L. McMekhert, accoulte director of the Council for High Carle Enterello of The Western in North Carlina Calle Callego.

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Andrew L Mayar, essistant dean of
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Michael Morral, director of the counseling
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Mattry Montes, benefit ameager of
Vendeling and County of County of the Counseling
of benefit at California Institute of
Technology, Technology

Technology.

Janet R. Moore, associate director of the Molticultoral Stodent Services Center al George Washington U., to director of the office of minority-student services at Johns Hongies U.

ns Hopkins U. Harry A. Morrison, head of the depart-ont of chemistry at Purdoo U., to dean

of the school of science.
William J. Mesley, director of the con-William J. Mesley, director to the con-er for preparetion of educators for inl-sority children at Westero Illinois U., to ehalman of elementary, reading, and special education et Morehead State U. Herbert L. Munole, Jr., esaccieto professor of medicine at U. of Marylond at Baltimore, also to cheirman of family

medicine.
Frank J. Mupply, former academic di-rectors at the McLean, Vs., center of Na-tional-Louis U., to excentive director of the university's Atlante Academic Cen-

Robert Nichelson, member of the stu-deot-life staff at U. of Wisconsin at Steceoi-lin starr at U. of Wisconsin at Stevens Point, to vice-president for sinderal dovelopment at Mount Mercy College. Michammad R. Moort, associate professor of cognoering at Worcester Polytochate Institute, jo head of the department of mechanical cogineering. Ruffael A. Nuffae-Codeño, acting bead

of the Latin American Studies Program at U. of Illinois at Chicago, to head.

James E. Ostesdam, professor of phys-James E, Ostandarp, professor of phys-ical education at Amherst College, has

retired.

Doneld E. Palumbo, chairman of English at Shippensburg U., to chairman of English at East Carolino U.

Liede Parker, chairperson of central reference services in the library at U. of Nebmska of Lincoln, in chairperson of

Margamt Raleton Payna, special assist-attorne vice-provest for student afant to the vice-provost for student af-fairs at Kent State U., to director of cor-porte and foundation relations.

porote und foundation retections. Leading A. Permy, professor of nutrining at U. of Marytinul, also toosociate clean for undergraduute studies and outreach in the school of nutring. Lawresee N. Peellt, former chancellor of Southern Illinois U. systom, to presi-tent of Indiano U., of Pennsylvania. Donald S. Pilkin, professor of asthro-pology at Ambers College, has retired. Wasdan Powers, intorim president of Paul Dulain College, has residend.

Wieston Powers, interim president of aul Quina College, has resigned. Rebecce F. Quattlebeum, dean of grod-late studies at Teanessee Technological

J., to deen of graduate studies and ex-Jemes L. Regens, professor of political acience at U. of Georgis, to professor of environmental policy at Tulane U. David H. Rellly, professor of education administration and research at U. of

North Carolina at Greensboro, to groduand the second of the second o tte clean at the Citedal

Sydney College.

Jannifer E. Rosemen, reporter at The
Spokesman-Review (Spokane, Wash.), to director of communications and de-volopment at Community Colleges of

John E. Russel, doon of admissions and onrollmont planning at Adelphi U., to di-rector of andergraduato enrollment at

John E. Sasser, associate professor of education at Marshall U., to associate professor of education of Morehead State U. (Ky.),

State U. (Ky.). H. Dwight Satterwhite, associate director of bands at U. of Ocorgin, to direc-

tor.
Dongles Y. Shepire, professor uf ma-rine selonces at U. of Puerto Rico, to heod of the biology department at Ensi-ern Michigan U.

ern Michigae U.
Barbann A. Stremers, professor of edu-cation at U. of Pittaburgh, to dean of the school of education at De Paul U.
Charles W. Stremers, associate don of the graduate school of business at Stan-ford U., to vice-president for university pickloses at Santa Clare U.
Law Bestern Stremens, whiting professor Law Description of U. School of Law Lo professor.

to protessor. by R. Smith, dean and campos directions of College—North (Mo.I., to dent of Austia Commonity College

per dieter of Austia Commonity College (Minn.).

Joseph H. Stause, former associete vice-president for affirmalive action at U. of Artzons, to director of the oniversity's American Indies Studies Program. Walter Stong, soalto vice-president for university a Merican indies Studies Program. Walter Stong, soalto vice-president for ulcovarity relations et Wayne Stete U. ... to executive vice-president of to executive vice-pre

Meherry Medical College.
Cynthle M. Stuart, director of admis-alona et U. of New Mealco, to director of edmissions and attitudent and activities.

services.
Fred G. Sullivan, film maker in Saraoac
Lako, N.Y., to director of development
resourch at Paul Smith's College of Arts
and Sciences.

sionces. sara M. Tallaferro, interim assistant o the president for human diversity of Cutztowo State U., to assistant to the

president.

John Teeuwissen, special essistant to the president st Ohio U., to assistant to the president st Ohio U., to assistant vice-president for scademic affairs et West Virginie State College.

James R. Taky, assistant vice-president for personnel at U. of Michigan, bas annoanced his retiremoot, effective laive 1. 1994.

bis amonance in represented, effective July I, 1994.
Frank A. Trapp, Winifred L. Arms Professor in the Arte and Homesities of Amherat College, has retired.
Don Trayer, chairman of elementary

education and reading at Western III-nois U., to associate dean of the college

of education.

Heary Waldma, III, former assistant di-rector of development at Medical Col-lege of Wisconsin, to director of devel-opment at Milwaukee School of Engi-

opment at Minwaukee comous of Engineering.

Marvoy Wolface, eity attorney in Preno, Cult., to associate professor of erialnology of Californin State U. at Fresan.

Riobard K. Worthing from, associate professor of political science at Remsselar
Polytechnic Institute, to associate professor of political science at Pomona
College.

fessor of political science at Pomona College.

David Westarhaus, former ossistant does of students and director of resi-dence education at Buller U., to director of student octivities at Mithwake School of Engineering.

Maureau Wastarhaus, director of teni-versity advancement of New Jerseyja-torial diventage of the control of the providence of the control of the control of the providence of the control of the control of the providence of the control of the control of the control of the providence of the control of the control of the control of the providence of the control of the

president.
Liout. Ges. Semual V. Wilson, adjunct
professor of politicol science at Hampden-Sydney College, to president,
Riohard G. Wolfe, professor of doctoral
studies nt Conzuga U., to associate sca-

studies in Oenzagi II., de sou de normalistation de mic vice-president, in Securita est demic vice-president, in Barbara A. Wylsa, des no fistratella on Piedmost Virginia Community Collega. This sources an international parameter of the Collega. This sources an international parameter of the Collega. This sociology at La Moyra Collega, the relief of the Collega Collega of the Co

IN THE ASSOCIATIONS

Lynna Allson, manager of public res-tions at Nutional School Board Association, to excell you coordinator of the stitute far Workplace Learning at Ame-Development. Used & Berthing at Ame-Development. Used & Berthing at Ame-Development, used to the second of the coordinate functor fur cubustion finance at Nation at Association of Independent Colleger and Universities, to vice-president for second to the second of the second of the line Lona Insurance Association. Imme Browe, elected or Corporate

Oatcopathic Association.

Bary E. Fahweif, essistant vice-president for credit analysis at Student Loan Marketing Association, to vice-president for readit policy and research of College Construction Loan Insaranco Association.

editiony at cont.

Linglish, Mich.

Linglish Plahugh, 82, for met prinfes.

Includess at Howard U., Judy 26 in tion Loan Instracco Association.
Imne Browne, director of corporate
plunning and development at Howard
Young Heulth Care i Wis., to vice-presdent for a revoilisce at College Construction Loan Insuronce Association.

Janin.
Mal. Real, 75, librarian emeritus at
Saffat U., July 23 in Yuck. Ale
hatar Grabe, 57, for mer assist
minuter for exemch at New England
hald Higher Education. July 31 in Arthur Caroosse, former chief develop-orat officer at Albuny Law School of Union U., to vice-president for develop-ment at American Bible Society. Union U., to vice-present a service ment of American Bible Society.
Gardi N. Campball, vice-president and treasurer at Carleton College, has been a service of National Asserts

hpata R. Kada, 92, perdesser urise/psychology at Case Western hereb., June 26 in Cleveland oanied chairperson-elect of Nationa sociatius of College and University itusiness Officers. hore U., June 26 in Cleveland hip I. hos, \$2, emeritus In culty re-manusclate in hiology at Amberst Olge, Joly 21 in Northampton, Mass C. Joseph Carter, vice-chancellor for business affaira et Western Carolina U.,

Lings Jasp, 86, professor emeratus domyscience at Ohio State U., Joly lacounter, Ohio. has assumed the choirmnnship of Na-tioni Association of College and Uni-yersity Business Officers. unkinher, Obio.
hithir, Kao, 73, former professet to hithir, Kao, 73, former professet to distance to the former and feath Science to the feath of t pert E. Draba, former vice-president iministration of Chicago Gsteofor administration of Chicago Gateo-pathic Health Systems and former asso-date professor of medical edocation at Chicago College of Ozicopathic Modi-cine, to executive director of Americao Ozicopathic Association.

RE "Months of the Court of the

Should, July 20 in Ann Arbor,

Association.

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of American College Healm Assessible May F. Karz, some and orince Hay F. Karz, some alconnect and vice-president for legal affairs a Michigan State U. has been eleved president of National Association of Collega and The Collega and Collega Association of Collega and Collega Col miliper associate professor and modern languages or Lickim-day, July 22 in Westle 16, Mars. N. Lable, 74, professor emeritus mity at Case Westlern Reverso and in Cleveland dist College, July 22 near

ence.

Qall Packel, director of career services and alomni reletions in the law school at Valparatso U., has been asmed president-elect of Netional Association for the law and president of Netional Association for the law the amount. and time of incidents, 73, dean of the color, and t Law Placement. Stanley W. Quiek, president of sqc fre. (Norfolk, Va.), to vice-president for in-

Coming Events

A symbol (s) marks items that have not appeared in previous issues of The Chronicle.

busine systems at College Construe-istican inturance Association.

Make Spinell, associate director of some for continuing education at backs Siste College, has been elect-systien of Now Jersey Association

oritien of con-tiliang Learning. Instat. Stanton, professor of French el unto's studies at U. of Michigan. Installation of PMLA, the journal of median of pmLA association of

isk Dewny, operations munuger at agenty for Educational Development, nice president and director of its attu-saly hand game development.

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suterité professor of luw at time frétail, le associate directur und énant une president for minority ac-feite luw School Admission Service fette, luw School Admission Service fette, lum de lum de lum fette frétactational Development, apapraisent and director of systems.

gitta . Rabaglia, member of the stoff staking for Educational Develop-ast, invo-president and director of contradministration.

concustomatistration.

Leth Resmusso, member of the cludenty for Educational Developms to vice-president for health prunish the

Input King Chapin, 69, former pro-land nationy and physiology at inputry College [Md. I. July Will Staten. Mt. Cashe, 59, poet and professor righth State U. of New York, at Mc. July 22 in Ruffalo, N. Y.

Mill Dahner, BS, associate professor minutalistory at Cose Western Re-net U. July 26 in East Cleveland.

their M. Dooles, 59, evacuate to twent Carlotine Theological Semi

mind and former executate profesed history at Ohio U., July 22 In Fast

MALENY

Deaths

19: Compus asonrily, "Security Issues on Umptis," workshop, Central Asso-cition of College and University Busi-ness Officers, William Jeweil College, Liberty, Mo. Contoct: Wayne War-necke, 1414) 565-1213, fax 1414) 565-1206.

20-22: Intuition. Annual conference Global Intuition Network, York University, Toronto, Contact: Rehecca Jubis, 1416174-5252, for 6316174-5679

2D-24: Sociology, Annual meeting American Sociological Association, Pittsburgh, Contact: 1202) 831-3410.

27-28: Animale. Workshop on federal regulations on care of research asimals, National Institutes of Health and other quotators, Idaho State University, Pocatello, Islaho. Contact: Jim Peck, 1208; 25-495, no. 2708; 23-475, or Roberta Sonebora, (2011 496-7163, fax (2011 402-201).

27-29: teformation systems. Annua conference, International Associatio or Computer Information Systems, Marriott Hotel, New Orleans, Contact: Betty A. Kleen, (504) 448-4191. 30-September 2: Informatios. "Infor

nation Technology—Tools for Trues-forming Administration, "aymposium University of Californie, Los Angeles, Contaet: Liz Dietz, (J10) 825-5129.

30-Saptember 4: Rued mising. "The Fund Reising School: Principles, Tech niques of Fund Reising." Indiana Unicistion, New York. Contact: CUPA, (202) 429-0311, ext. 6. 31—September 3: Chemistry, Interna-

versity, Boulder, Colo. Contact: Ceater on Philanthropy, (317) 274-7063. 31-September 1: Dischilling. "Ameri 31—September 1: Disebililles, "Americans With Disabilities Act," workshop, College and University Personnel Asso

1992 August 1992

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tional meeting and exposition, Associo-tios of Official Analytical Chemists, Cisciasott. Contact: Margeret Ridgell, (70J) 522-3032, fax (70J) 522-5468.

1-3: Libraries. Workshop on library management, Office of Management Services of Association of Research Li-braries, Chicago. Contact; (202) 232-

8656. 3-6: Political science. Annual meeting, American Political Science. Association, Chicago. Contact: (1201/487-35). 11: 4-4: Folklore. "Adirondack Park and Archite Cultural Patric of Life," conference, New York Folklore Society. Sagamore Lake, N.Y. Contact: NYPS, (607) 273-9377.

4-6: Misorilles ead librasies. Netional 4-8h Miorisiae and Infrastructure Conference, Black Caucus of American Library Association, Hyatt Regency Hotel, Columbus, Dhio. Costact: Sylvia Sprinkle-Hamilin, (91) 727-2556.

Continued on Following Page

CONFERENCES, CALLS FOR PAPERS

Institute on College Student Values

Ernest L. Boyo President, The Carnegie Foundation for the Advance

Holen Lefkowitz Horowitz Professor of History and American Studies, Smith College

Alexander Astin

William Sloano Coffin President Emeritus SANK/FREEZE: Committee for Global Security Na'im Akhar tinvited) Professor of Psychology, Physida State University

Jon Dollon Vice President for Student Affairs, Florido State University

Fobruary 4-7, 1993 Wakulla Springa Lodgo and Cunference Conter Wakulia Springa, Fiorida Begistraling \$210.00

Call for Papers and Programs Papers and programs that address the thome, "Caring and Commanity; Bigher Education's Role in Promoting Social Responsibility," are ettraurageri. Inditute empinasen: Manti davolopment, othienl issues in simbert life, trems in simbert values, and faith development.

Dendline: Neventher 1, 1992

VISIA Jon 12. Dullen Fiorida Sinte University (R-5) Tuthnessee, FL 32306-3010

IMPROVING LEARNING OF Students at Risk

A CUNFERENCE FOR UNIVERSITY AND COLLEGE FACULTY

November 5-7, 1992 Northbrook, illinois, near Chicago

About the Conference This program will help faculty to improve learning for all students, especially those whose ability to succeed in college is uncertain. The conference will provide faculty with a variety of strategies for teaching, advising, and testing their students.

Major Topica Student Retention: Myths and Reality, Characteristics of Students at Risk, Selected Instructional Strategies; Visual and Verbal Learning Styles. Assessing Learning, Faculty Roles and Responsibilities.

Fee \$225. For More Information Kathy Karchner, The Pennsylvania State Laiverson, 414 Ketter Conference Center, University Park, PA 16802-1304; phone (814) 863-3551; fax (814) 865-3749.



Enhancing Minority Atlainment II

SEPTEMBER 11-13, 1992



A comprehensive conference offering innovative programs to enhance minority access, success, and placement in graduatel professional schools and occupations

Featuring Julian Bond. civil rights activist. educator, lilstorian, and former state senator

FOR MORE INFORMATION

Call or write Donald Lane, Director Division of Continuing Studies Indiana University at Kokomo 2300 South Washington Street PO Box 9003 Kokomo, Indiana 46904-9003

317/455-9404

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Call for Articles

The Isstitute for Nonprofit Organization Management is seeking enticles for the Nonprofit Monagement Letter. Possible subjects include governeace, human resource monagement, resource development, financial manage-

ment, organizational effectiveness, philanthropy, ethics, etc. Articles [1000-2500 words) will summerize research on nonprofit organization management in a magner that is understandable and appealing to managers, board members, and volunteer leaders of nonprofit and voluntary

rganizations. Summaries of moster's and doctoral theses encouraged. For forther information, please contact Ken Koziol, Curriculum and Publications Manager, Institute for Nonprofit Organization Management, 4306 Geary Blvd., Snile 201; Sen Prancisco, CA 941 8-3004 (415) 750-5180.



UNIVERSITY OF SAN FRANCISCO INSTITUTE FOR NONPROPET ORGANIZATION MANAGEMENT CONFERENCES, WORKSHOPS

2ND INTERNATIONAL

CONFERENCE ON SEXUAL

ASSAULT ON CAMPUS

OCTOBER 1-3, 1992

Am. Council on Education ● Net'l Intertralernity Conference ● The

Safa Schools Coelition, Inc. • Am. College Health Assn. •

Am. College Parsonnel Assn. • Nei'l Assn. for Women in

Education e Net'i Organization for Victim Assistence e College Stores Research and Educational Foundation: For Sefety's Sake e Nat'i Association of Student Personnal Administrators • Am. Assn.

of Women in Community and Junior Colleges • International Assr

of Cempus Lew Enforcement Administrators • Nat'l Penhallento Conference • Canadian Asan. Against Sexual Herassment in

Twin Towers Hotel and Conference Center

PLEASE REGISTER EARLY

Members of participating organizations, please contact your national office for registration

Registration by 9/10/92

Late Registration

Student Registration

Special Events: College President's Panel Student Victures Speak Out

Personnel Needs Health Dallvery Assaul on Homos

Assaul on Homose Working with Males

Alcohol Rana Con

Legal and Policy Issues Campne Security Rape Chais Centers

Sharing Feit of Programs Research Lindels

\$325.00

\$350.00

\$200.00

23-26: Publications. "Seminar fur Se-nior Periodiculs Editors." Council for

Advancement and Support of Educa-

Coming Events CONTINUED

6: International studies. "Demucracy and Democratization in Malawi," collu-sulum. Malowi Institute of International Affairs, Washington, Contact: Malawi Institute, P.O. Box 70257, Washington 20024-0257;12021723-7010.

Labor Day

9:11: Congarative aducation. "Co-op-101." conference. Southeaster a Train-ing Center for Cooperative Education. Norfolk, Va. Contact: Roy T. Orega, 3r., or William D. Taylor, STCCR, Uni-versity of Alahoma, Box 87038, Tusca-loosa, Ala. 35487-0388; 12051 348-6422.

PARTICIPATING ORGANIZATIONS:

Higher Education

Bernice Sandler, Ph.D. Woman's Policy S

Alen McEvoy, Ph.D.

Speakers include:

Nancy Ziegenmoy Mary Koss, Ph D

Alleen Adams, LLB Barry Burkhart, Ph.D. Merleno Young, Ph.D Carol Bohmer, Ph.D., LLM Andrea Parrol, Ph.D.

Geil Aberbanel And 126 Mere Speekers

tlenberg Univarily

9-11: Fund raising. "Workshup for Newcomers in Development." Council for Advoncement and Support of Educa-tion, Philadelphia. Contact: CASE, (202) 328-5900.

28-3900. 10-12: Librarian, Annual users-group meeting, CARL Systems Inc., Deaver. Cuntact: CARL Systems Inc., 3801 East Florida Street, Building D, Suite 300. Deuver 802 10; 13031758-3030.

10-12: Museuma. Annual conference. African American Museums Associa-tiun. Marriott Hotel. Dayton. Ghiu. Contact: Joeeyin Robinson-Habbuch. (5131376-4944 or AAMA, P.O. Box 548, Wilberforce, Chio 6358. 11: Affirmative notion. "Expanding the Dialogue: Affirmative Action in the 21st

11: Parsonnel. "Managing Benefits— Staying Current Amid Change," semi-aar, College and University Personnel

11-13: Minorities. "Borriers Seyond the Classroom: Enhancing Minority At-tainment," conference, Indiana University, Kokomo, Ind. Contact: Donald Studies, Indiana University at Kokomo, 2300 South Washington Street, P.G. Box 9005, Kokomo, Ind. 46904-9003; (317) 455-9404.

13:16: Research administration. An-nual meeting, Society of Research Ad-miaintrators, Hiton at Walt Disney World Villege Hotel, Griondo, Fla. Con-tact: san, 300 North Michigan Avenue, Sulte 1400, Chicago 66611; (312) 661-1700.

Call for details 1-800-537-4903

BEGINNING IN HONORS

October 29 1992 Los Angeles, California

Beginning in Honors is a workshop series designed for new Honors directors and deans in established Honors programs and for institutions considering beginning or sitering Honors programs.

This workshop series is opousored by the National Collegiate Honors Council as a preconference of the annual NCHC conference, October 29 - November 1, 1992. The National Collegiate Honors Council is 29 - November 1, 1992. The National Collegiate Bonors Council is the professional organization for institutions and educations interest-ed in Honors. There is no cost for the Beginning in Honors workshop series beyond the \$150 registration fee for the NCHC conference. A separate registration is requested for Beginning in Honors. The Los Angeles Hilton and Towers is the conference hotel.

The staff for Beginning in Honors includes a dozen experienced Honors administrators at colleges and universities of all sizes and types. Breakout oections for Beginning in Honors divide participants into large universities, mid-oize universities, colleges, and two-year institutions, Individual consultation is available

For a registration packet, please write, FAX, internet, or call-Anne Ponder, Academic Dean, Kenyon College, Gambler, OH 43022 FAX: 614-427-2634. Internet: PONDER@KENYON,EDU Office phone: 614-427-5117

Century, 'regional conference, Ameri-ean Association for Affirmative Action, Eugene, Ore. Cuntact: Dinne Wong, Special Assistant to the President, Ofgon, Eugene, Gre. 97403; (503) 346-3036.

11: Education, "National Motivational Educational Forum," University of Michigan, Film, Mich. Contact: Univer-sity of Michigan at Flint, Extension and Continuing Education, 303 East Kenrs-ley Street, Flint, Mich. 48502-2186; 13131762-3200, fnx [313) 762-3682.

13131 762-3200, Int. [313] 762-3682.

14: Pennonel. "Compensation in the 90's," seminar, College and University Personnel Association, Ramada Inn. Manhattan, Kan. Contoct: cure., [233 20th Street, N.W., Suite 503, Woshington 20036; t202t 429-0311, cxt. 6, fax (202) 429-0149.

and, College and University Personnel Association, Senttle University, Senttle. Contact: Cup., 1233 20th Street, N. W. Suite 503, Washington 20036; (202) 429-0311, ext. 6, fax 1202) 429-0149.

12-14: Telecommunications. Annual meeting, Telecommunications Policy Research Conference, Solomons, Md. Contact: TPRC, P.G. Box 19203, Wushleston 2005.

Research Conference, Solomons, Md.
Consister; 1246. J. Box 19230, Wushtander, Consister; 1246. J. Box 19230, Wushtander, Construction of Construction of ConTarough Alumin Networks, "conference, Courcil for Advancement and
Support of Education, South Bend, Ind.
Cole, Washington 20054, 1202 1285-900,
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1700.
33-17: Health. "Communicating the Magic of Wellness," regional conference on wellness, Notional Wellness Institute, Menucha Retrest and Conference Centor, Portland, Ore. Contact: Nav., 1319 Fromont Street, Stevens Polnt, Wis. 5448] [1715] 346-2172.
13-47: Information technology, "Information technology," Information technology, "Information technology," 13-17: Information technology. "Information Technology: It'nfor Everyone,"

CONFERENCES

International Conference on Energy and the Environment

Tuesday, October 27, 1992 The University of Gkishoma-Norman, Oklahoma - The Oklahoma Center for Continuing Education

Call For Paperss
The deadline for submission of completed papers for review by the selection committee is October 5, 1992 Presentation time will be limited to 20 minutes. 112 to 14 typed pages, double-

Display Booths Availables \$175 per table/area (ilmited space available)

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Send all papers, checks, or money orders for 17th Orishioma Royally Company 17th Orishioma Royally C

onnuni conference. Library and Infor-mation Technology Association, Colo-rado Convention Center, Denver. Contoet: Lindn J. Knutson, LITA, 50 East Huron Street, Chicago 60611; [312] 280-

13-18: Fund tolsing. "The Fund Rnix-ing Schaol: Principles, Techniques of Fund Rnising"; Indiana University; at Griando, Fla. Contnet: Center on Philanthropy, Indiana University, Suite 301, 550 West North Street, Indianaps 46202-3162; (317) 274-7063, [ax (317)

13-18: Uhrarian, Monogement-Jevel. 13-18: Ubrarian, Management-de-velopment program for library audinistrators, Miami University, Oxfurd, Ohio. Contact: Center for Management Development, Richord T. Farmer School of Business Administration, Miami University, 141-H Laws Hall, Oxford, Ohio 45036-1675; 1513) 529-2132, fax (513) 529-6922.

14: Congress. "Understonding Congress." seminur, Congressional Quurterly Inc., Washington. Contoct: Vincent Bryant, (800) 432-2250, ext. 620 or 12021 887-8620, fax 1202) 728-1863.

12021 887-8620, fpx; 1202) 728-1863. 14-17: Ubrazilea. "Library-Monnge-ment Skills," institute, Office of Mun-agement Services of Association of Re-search Libraries, Wayne Stote Universi-ty, Detroit. Contact: Gloria Haws, (202) 273-8646.

232-855.

14-18: Diwensly, "Volving Diversity Training: for the Users of the Voluing Diversity Training: for the Users of the Voluing Diversity Flam Series," workshop, Copeland Grigge Productions, Mygako Hotel, Sun Francisco, Contact: Copeland Griggs Productions, 302-23rd Avenue, San Froncisco 94(21; 1415) 668-4200, fox 1415) 668-4004.

1992 September 1992 8 M T W T F 8 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 26 29 30

14-21: Higher education, "Higher-Education Reform in Europe and America," International conference, American Association of University Administrators and other sponsors, Insubstuck, Austria, Contest: Dominic Condeior or Fields Voxales, (708) 534-4096 or 17081 534-4122, fax 1708) 534-8399.

194-41/21, Iax (1708) 534-8399.
18: Congress. "Resenrich Workshop
in Congressionol Documents," Con-ressionol Quarterly Inc., Witchington.
ontect: Vincont Bryant, 1800) 432-150, ext. 6:20 or (202) 887-8620, fnx 02) 728-1863.

2250, ext. 620 or CQQ 887-8200, hx CQ21728-1883. 38-471 Paed inelling. "Introduction to Planmod Christ," workshop, Cunnell for Planmod Christ," workshop, Cunnell for Manual Christ, "workshop, Cunnell for 100, 11 Deport Circle, Westlingson 2003; (207) 328-390. 3003; (207) 328-390. 3004; (207) 328-390. 3

3349.

30-4.7 Fund raising. "The Fund Ruising School: Fund Raising With Limited Budgots," Indiana University, New Greans. Contact: Centor on Philanthropy, Indiana University, Suite 301, 530 West North Street, Indianapolis 46202-3162, (317) 274-7063, fax (317) 684-6990.

38-439: Fund raising." University Intraeding the

18-18: Fund raising. "Unteagling the oundation Maze," vidooconference, oundation Center. Contact: (800) 257-578. 16-18: Culture studies, "The Americanisation of Culture, "conference, University of Walen, Swansee, Wales, Contact: Candida Hepworth, American Studies Centre, University of Wales, Swansea SA2 SPP, Wales, United King-dom; fax (011) 44-792-2957 19.

Jom; fax (01) 44-792-295719.

18-39: Journalism. Annual convextica and trade show. National Newspaper Annociation, Shoraton Harbor Island Hotol, Son Diego. Contact: NAA. 1627 K. Street, N.W., Suite 400, Washington 2006-1790; 02024 466-7200.

2000s-1799; (202) 46s-7200.

a 1.7 Bahasepsen: "Disk konpeare Authorship-Uncovering Shakespeare: Authorship-Uncovering Shakespeare: Authorship-Uncovering Shakespeare: An Update, "Mediconference (200) 128-3-465.

17-48 American (200) 128-3-465.

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theit Geri Stone; 1203 344-6223,
17-48. Pland relling, "Morketing and
Solicking Major Planned Glift," workshop, Council for Advancement and
Solicking Major Planned Glift, "workshop, Council for Advancement and
Somphor for Education, Washington,
Control of Control of Control
Control Piucci, Governors State University, University Park, 111. 60466; (708) 534-

5000.

17-19: Health care, "laterdisciplinary Health-Care-Tenm Conference," Bowling Oreen State University, Allerton Hotel, Chiego, Contact: College of Health and Humon Servicea, Bowling Creen State University, Bowling Green, Chie 43403-0280; 14191372-8243, fax 14191372-8243.

419) 372-2897.
17-19: leternatioe of education.
"Study Abroad in Africa," semicar,
NAFSA: Association of International Educators, Washington, Contact: Brad
Snyder, (2021 462-4811, fax (202) 667-

3419.

18-19: Arthlatory, "Front Range Symposium in the History of Art," Denver Art Museum and University of Colorado, Boulder, Colo. Contact: Erika Despartment of Fine Arts, University of Colorado, Boulder, Colo. 80309-0318; 1033.401.4501.

Department of Fine Arts, University of Commods, and General Code, 8030-8018.

18-189 Philosophy. "The Philosophy of Alon Dannagan," conference, University of Chicago, Chicago, Chicago, Contact, Pallosophy Department, Classica 17, University of Chicago, Chicago, Contact, Pallosophy Department, Classica 17, University of Alondon, Name of Commod Commod

3.95 Foosiby development. "Advanced Professional Committing." workshop for both Committing." workshop for both Committing." workshop for both Committing." workshop for both Committing. The Committee of the Comm

son Hotel, High Point, N.C. Contact: 17041 463-1360, ext. 2620. 27041 463-1360, ext. 2020.
23-26: Lenning resources. "Info
2000—Learning Resources for the Future," annual conference, North Carolino Community College Leoning ReAssociation, Greensborn, N. C.

"theories."

se Heldi Hasan, (812) 855-6451, or Sustend Johason, (800) 338-9126.

De Zir Jund raising. "How to Final at Western Johnson, 1980 and 1980 Contact: Catherine T. Curter, Librarian, Murtin Commonity College, Kelukce, Park Road, Williamstan, N. C. 27892; Park Road, Williamstan, N. C. 27892; 23-26: Mealing, "Affordable Meelings: Espociation and Cunference," Hospitality Sales and Marketing Association International, Philadelphia, Contact: Coorge Lattle Management Inc., Two Park Avenue, Suite 1100, New York 10013-5784; 123; 966-6679, cut. 270.

Sead-ling Research, and Applicatics alternational symposium. Technicallabieratily of Vienna, Vienna. Cuaulbieratily of Vienna, Vienna. Cuathan Frizz, Department of Techcallabieratily of Vienna, Cuathan Charles of Common Common
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Hon, Washington, Contact: CASE, Suite 400, 11 Dupont Circle, Woshington 20036; (2021 328-5900. 20136; [202] 528-5900.
23-26; Rural families. "Children, Youth, and Fonilies," annual confer-ence on rural families, Kansas State University, Manhattan, Kan, contact Janice Nikkel, Division of Continuing Education, College Court Building, Kursus State University, Monhattan

Knn. 66506-6006; (800) 432-8222 or [913) 532-5575. 24: Health. National videoconference on rural health issues, University of Missouri and other sponsors. Contuct: Mary Leuei, 529 Clark Hall, University of Missouri System, Columbia, Mo. 65211;1314) 882-5859.

63211(1314)882-3839.
24-28: Alumni. "Alumni and Develop-ment: o Team Approach," workshop, Council for Advancement and Support of Educotiun, Chicago, Cuntact: CASE, Suite 400, 11 Dupont Circle, Washington 20036: [202) 328-5900. 24-25: Violence. "Working With Men:

Respunse to Sexual Violence on Com-pus," seminnr, Cumpbell Enterprises, Key Bridge Marriott Hotel, Arlington, Vn. Contuct: (202) 310-2275 or Campbell Enterprises, 14312 Summer Tree Road, Suite F, Centreville, Va. 22020.

24-25: American studies. "Economic and Social Issues in the New South: Perand Social issues in the New Souri Perspectives on Race and Ethinicity' conference, University of South Florida, Tampa, Fla. contact: Marvin Moore, Institute on Olack Life, University of South Florida, 4202 Eosi Fowler Avenue, Lta 609, Tomps, Flo. 33620;(813) 974-4727.

24-28: Distance adveation, "Globol

24-26: Economics. "Employment, Distribution, Markets," international conference, Bard College, Annandale-on-Hudson, N.Y. Contact: Susan How. nrd, Jeronie Levy Econumics Institute

Bard College, P.O. Box 5000, Annun-dale-on-Hudson, N.Y. 12504-5000; (914) 758-7448, fnx 1914) 758-1149. 738-748, fix 1914/758-1149.
24-26; Librardum. "F. Scott Fizgerald," conference, Hofstro University, Hempstead, N. Y. Continct: Hofstro University, Hempstead, N. Y. Continct: Hofstro University, Hempstead, N. Y. 1555-1090; (15) 463-5669.
24-26; Librardum. "Nebraska Literature Featival.", University of Nebmska, Keurov. 1889. bands. Suzome.

Keurov. 1889. bands. Suzome.

24-26: Librardum. "Nebvers of West24-26: Librardum." 1990. vers of West-

24-26: Literature. "100 years of West-ern Literature," conference, University of Wyoming, Loramie, Wyo. Contnet: American Heritage Center, University of Wyoming, P.G. Box 3924, Laramie, Wyo. 82071; (307)766-4114.

24-28: Multiculturallan lism in the 21st Century: the Teac of Diversity or the Diversity of Teoc Michuel James Higgins, Department of Anthropology, Black Studies, and Wumen's Studies, University of North-en Colorado, Greeley, Colo. 80639; 1303) 351-1745, fax (303) 351-2983.

24-26: Social philosophy. "Cultural Piuralismand Moral Knowledge," cor curumsmand Morai Knowledge, 'conference, Bowling Oreen State University, Bowling Green, Ohio, Contact: Social Philosophy and Policy Center, Oowling Green State University, Bowling Orcen, Ohio 43403.

24-281 Woman Landers

24-28: Woman's studies. "Women: Voices, Visions, and Vexolions," conference, Western Kentucky University, Oowling Green, Ku. Control.

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Honorable Frank Hawkins, Jr. City of Las Vegas

Dr. Spencer H. Holland Morgan State University

Dr. David P. James The Mentoring Association

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Dean, College of Professional Studies at the University of Wisconsio Janet Surrey Ph.D.,

Stone Center, Wellesley College Contact

C UVM Division of Continuing Education, Burlington, Vermont 800-639-3188 for more informe

Coming Events CONTINUED

25: Porsonnel, "Alternative Limplny-ment Strategies in Higher Education," seminar, College and University Person-nel Association, New Orleons, Contact: CUPA, 1233 20th Street, N.W., Washington 20036; 12021 429-0311.

on 20036; 12021 429-0311.
25: Permonnal, "Compensation in the 90's," seminar, College and University 90's, "seminar, College and University 190's, "seminar, College and University 190's," seminary 190's, "seminary 190's," seminary 190's, "seminary 190's," seminary 190's, "seminary 190's," seminary 190's, "seminary 190's, "seminary 190's," seminary 190's, "seminary 190's, "seminary 190's, "seminary 190's, "seminary 190's, "seminary 190's, "seminary 190's," seminary 190's, "seminary 190's, "seminary 190's," seminary 190's, "seminary 190's," seminary 190's, "seminary 190's, "seminary 190's," seminary 190's, "seminary 190's, "semin Personnel Association, Indianapolis, Contoct: CUPA, 1233 20th Street, N.W., Woshington 20036; 12021 429-B311. 25-28: Off-campus programs. "University Downtown Centers," confer-

versity Downtown Centers, "conference. University of Kentucky, Lexington, Ky, Contact: Conference Office, University of Kentucky, 204 Frazee Hall, Lexington, Ky, 40506-0031

28t gmduste education. Forum on graduate education. Forum on graduate education, Oraduote Records Examinations Boord and Council of Graduate Schools, Raleigh, N.C. Contoci: Rodney Yanecy, Educational Testing Service, 32. V. Princeton, N.3. 08541-6000; (609) 951-1539. 28: Human relations. Annual meeting. lows Human Relotlons Association, Do-

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huque, Lown. Contuct: Diana Allen.
1316 Woshington Street, Waterloo, Lowa
58702: (319) 2014-890.
28t-Hisrarythaory. "Explosing the Unspalmerd: Beyond Textuality-Confereace With Hélene Cixous." University
of Virginia. Chariottesville. Vo. Contest: Raiph Cohen, Commonwealth Center, Raiph Cohen, Commonwealth Center, Raiph Cohen, Commonwealth CenUniversity of Virginia. 129 (610) 601.
(Chorlottes Ville, Va. 22903; 884) 8822003.

27: Admissions. College foirs, Notional Association of College Admission Coanselors, Cincinnati and Uniondule, N.Y. Contact: NACAC, 1631 Prince Street, Alexandrin, Va. 22314-2818; (703) 836-2222.

(703) 836-2222.
27-8B Womas. Annual conference on women in education administration. University of Nebraska, Liencia, Neb. Contaet: Marilyn Grady, Liencia, Neb. Contaet: Marilyn Grady, Liencia, Neb. Section 1401, University of Nebraska, Liencia, Neb. 6858-6638; (402) 472-3726.
27-80: Fund missing. Annual confer-

ence and exposition. National Catholic Development Conference, Westin Peachtree Ploza Hotel, Atlanta, Contsct: NCOC, 86 Front Street, Hempstead, N.Y. 11550; 1516t 481-6000.

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not oppeared in previous issues of The Chronicle.

Corso Italia 40, 1-36123 PISB, 10019.
28—October 2: Physics. "Highly-Charged-lon Conference," Kansas State University, Manhattan, Kan, Contact: Chris Koci, Jomes R. Maedonald Laboratory, Kansas State University, Manhattan, Kon. 66506; (913) 532-6782. 30: Vocational advention. "Preporing Vocational-Education Teachers for the 21st Century," teleconference, National Center for Research in Vocational Edu-

u 28: Engloseting, Annual meeting, National Academy of Engineering, Washington, Contact: Date Longford, 1201 344-232.

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policin, Scotland.

666th A. Pellosophy. Papers for puvelentents have been extended to the bar Bildoophical Society in Cotaber and another Society in Cotaber Ansa, Inva. Contact: Michael Bish-philosophy Department, Lowa Sinti-Beenity, Aust, Jown Si011.

666th 4. Brillosophy. Propusals via festure "Dalli, Alonement, Rependente Control Society, Alonement, Rependente "Dalli, Alonement, Rependente

ci 193 372-2801, fax 1419372-8095. Dibatana leaming, Prophosals on lile theme." Teledenrining: Creating Councilons. See passible presentations at a tact: Creat Teledenrining: Liled Winter Avezane, Formating Valley, Creat Telegourses, 11840 Winter Avezane, Formating Valley, Creat Valley, Creating the Quantity School." Grapus Creating the Quantity School." Grapus School School See School Schoo Gobbe J. Brillosophy, Proposas ras where "Chall, Annement, Repen-bra, Apology, Reparation, Penance, affequiveness From a Christian, Jew-in Maint, Teledogical, or Decostopic sind Proposition of Decosition sind Proposition of Proposition and sind Contact: Bernard-College, 2001 decost Boulcourt, Brooklys, N. Y. Schools, University of Okinhoma, 555 Constitution Street, Room 213, Nor-mag, Okln. 73037-0005; (800) 522-0772, ext. 1450 or 1405 1325-1450.

ext. 1459 or 1403 1325-1450.
Haloty, Propovals for prassible contributions to the G. K. Hall Guide to the Study of Modern European History.
(G. S. Hall is an imprint of Mucmillun Publishing al. Contact: William A. Pelz, Delbaul University, sac Sta. 232 North Semissry Avente, Chicago 606 14-3298; 13 121 362-5721. 825.

#\$clober 2: Student development.

hysists on the theme "Edocrating for factamen Good: an Uncommon lends" for possible pre-contations at facturing Good: an Uncommon spath" for possible presentations at fearnal convention of the American Olege Personnel Association, in Rabin Kunsa City, Mo. Contact: Debc Oldager, Northwest Missouri See Debcertly, Maryaville, Ma. 686, [46] 563-1154.

3123 AGC-5721.
International aducation, Proposals on the them: "Knowledge Across Cultures: District, like East Meet," for possible presentations at a conference in Detrober in Transite, Father Meet, Toronto, United Higher Education Group, thatafo institute for Musics in Education, 27 Bios Street West, Toronto MS, Wicharlet 19 23-6441, As 14 bit 924-923. tiober is Suburbia. Proposals on the fee "Contested Terrain: Power. Poli-ficand Particlestion in Suburbia" for neum ramespation in Substruct in in public presentations ut a conference in likel in Hempstead, N. Y. Contact: ling Praces Klerk, Hofstra Cultural Carr, Hofstra University, Hemp-ted, N.Y. 11550-1090; (5164 463-5041.

fax (4 ib) 926-4725.

Istamelloun doutation, Proposals on the them: "New Concepts in Higher Education," for possible presentations at conference of the International Council for In novation in Higher Education, in December in Monico (Lity, Contact: Francis Washenig, Executive Hiercotr, et att., Suite 1804, 1970 by Service, Toruth Mail 1855; 1416) 948-808.

Culture aluding. Proposals for possible

presentations at the annual meeting of the Papular Culture Association and the

ancrican Culture Association, In April in New Orleans, Contact: Ray Browne, Popular Culture, Hawling Green State Buiversity, Howloog Green, Olio 43403; (419) 372-2981, fax (419) 372-8095.

and, N.Y. LISSD-1999; (S) 46 abs. 5941.
Alght desidents, proposale on the lear "The Adult Learners: Programs to dross, fettin, and Educoute Hidden Nations, fettin, and Educoute Hidden Nations, fettin, and Educoute Hidden Nations, and Control and Market Nations, and Advanced Natio routs MSI 1385; 4316) 360;3005.
Inhamational lanuar, Droposals on the theme "ILS, Competitiveness in the thinkal Marketpheet Institutional Partnerships for American Resurgence," for passible presentations at a conference in November in Phoenix Contact, Tary C. November in Procents, Contract: Only C. Anders, Director, Institute for Interna-tional Husiness, Adzona State Universi-ty-West, P.21. Max 37100, Phoenix 85069-7100; G012) 543-6214.

Learning resources. Proposals on the theme "Huilding Learning-Resources

ment of English, University of Central Florido, Orlindo, Fla. 32816.
Commessal tuddae, Pruposals on the theme "Culture, Thoughis, and Living jin at the manufection of the Commessal Conference of the Communical Strakes Associations, in October 1993 in New Harmony, Ind. Contact: Donald E. Fitzer, it enter for Communial Studios, as New Harmony, Ind. Contact: Donald E. Fitzer, it enter for Communial Studios, University of Switherin Indiana, Evanse-University of Switherin Indiana, Evanse-University of Contact and Contact Programs in a Changing Environment*
for possible presentations at a national
conference in Perburuny in Sa monelsco. Contact: Donald Kirkorian, Lucraing Resources. Association of Colifornal
Community Colleges, 43505 (1907) 1804
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7106, fax [707]:864-0361.

Marketing aducation. Papers on the theme: "Murketing Excitement in the Clinstroom" far possible preventation in the unimum conference of the Association of Marketing Educators, In Cotober in Burlington, Vt. Cuntaet: Letty. Cloge, 73 Cirassiands Road, Valhnila, N.Y. 1859: 1980 or Devid II., Walton-Bull, 345 Sec-1980 or Devid III. ond Avenue, West, Owen Sound, Onlor in N4K 4M2, Conadu.

Romago a awale. Abstracts of popers on the romance novel for possible presentations at a conference in Morch in Omulin. Contact: Mary Mocehietto, Col lege of Continuing Studies, University of Nebruskin, Omaha 68 182; 14(2) 595-

2355.
Social Issuas. Proposals on the theme
"Transmitting the Tradition of a Coxing
Society to Future Generations" for pos-sible presentations of the spring re-search furum of Independent Sector, in March in San Antonio. Contoct: Virginia Hodgimson, independent Sector, 1828 L. Siroct, N. W., Suite 1000, Washington 2006; (2021 457-6809)

20036; (202) 457-0099.

Summar programa. Proposals on the theme: 'Maximizing Summer Opportunities,' for possible presentations at a conference in February and March In Columbia, S.C. Contaet: University of South Carolina, Division of Continuing and Continuing Objects (200, Columbia, S.C. 2908, [60]) 777-2404, pr. 1801, 777-260, for (803) 777-

9337.
Woman. Abstracts of papers on the theme "The Enduring Spirit: Women os They Age" for possible presentotions at nenference in April in Omoha. Contact: Mary Macchletto, College of Continuing Studies, University of Nebrosko, Omahu 68182; 1402) 595-2355.

MISCELLANY

Septambor 21: Business and advoa-tion. Nominations of portnerships neong businesses, higher-education in-stitutions, and schools for consideration for the 1992 Anderson Medul of the

for the 1992 Anderson Medul of the linsless-Higher Education Forum. Contact: Judih T. Irwin, Associate Di-rector, Ilusiness-Higher Education Fo-rum, One Dupont Circle, Suite 800. Wochington 2003; (202) 939-9345. September 30; Railgion and public education. Its says on the acndemic study of religion in public schools or on the relo-cinguistic schools or on the reloreligion in public schulois of on line relo-tion among religion, education, and gov-ernment, for considention in the Thayer S, Wurshuw Itsuy Contest of the Nu-tional Council on Religion and Public Education. Contact: Charles Kniker, 1261 Lugomarica IIIal, Jown State University, Ames, Jown 50011.

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Saptembar 21: Diversity. Proposals on the theme: "Valuing Diversities: Build-ing Healthy Attitudes in Diverse Com-munities" for possibile presentations at a Fig. Contact: Elizocheth Cobb, Bardis Community College at Jacksonville. 2939 Rousevelt Boulevard, Room B100E, Jacksonville. Flu. 32205;(904) 381-3441, Bar. 1994;1381-3420.

1992 September 1992 O M T W T F O 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

September 28: Medialion, Manuscripts on the them "Native American Perspectives on Handling Conflicts" for possible publication in Herdento General Proceedings of the Handling Conflicts Dime La Reserbe, 1993. 188-1621 (1953) 474-4755. or Peter Maldia, Editorial Office, Mediation Constructory, 624-29th Street, N. W. Washington 20015; 1202) 562-2515. September 28: Mediation, Manu-

wannington (2015); [202] 362-2513.
Saptember 2Bi Philosophy, Papers for possible presentation at a meeting of the West Virginia Philosophical Society in October in Charleston, W. Vo. Contact: Fred A. Seddoa, Philosophy Department, Wheeling Sesuit College, Waesling, W. Vn. 26003.

Ing. W. Vn. 26003.

September 30t Humanitia. Proposals on the theme "Fin de Millen atoms: What is the Euture of Post-Modernism in the Humonities?" for possible presentations at a symposium, in April in Kenzey, Neb. Contact: Haas-Peter Söder, Department of Pereigla Languages, University of Nebruska, Kenzey, Nob. 68047.

108) 2344-235.

1309, 214-8336.

Beptamber 30: Philosophy, Proposition the themo "A Contemporary Sub-lime: the Philosophy and Art of Strendy, Ropresenting the Unrepresentation as a coeference in November in Rochester, N.1.

Contact Timothy H. Engisterin, Edited Technology, Rochester, M.2.

Technology, Rochester, M.3.

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September 30: Taccher education. Pra-posals for possible presentations at the Northeast Regional Conference on Classroom Techniques for America Corglas Retirage, Higher Education Coordinator, Northeast Regional Centr or Drug Free Schools and Commin-lies, 12 Overton Avenue, Sayville, NJ. 1782-0493. October 1: History, Proposals for possi-

ble presentations of a meeting of the Southwest Historical Association, in March in New Orleans, Contact: Staven Webre, Department of History, Louisi-ana Tech University, Ruston, Ls. 71272. Webre, Department of History, I and Tech University, Ruston, La

ann Tech Uolvoralty, Ruston, La. 1/127.
Cotober 1: Maneagement, Articles of
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Point of View By Sanford G. Thurcher



OW DO UNIVERSITY PRESSES decide what hooks to publish? What most influences nooks to punish? What most inflicences their decisions, and under what constraints dn they operate? Controversics entre periodically about presses' acceptance or rejection of particular works, the most recent being that over the diffientties that the University of Illinois philosopher Richurd D. Mohr had in getting a publisher for his honk Gay ideas; Outing and Other Controversies (The Chronicle, June 17 and July 15). Casting a little light upon the process may help to lessen the heat of the debutes.

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Would-be authors who are surprised, for example, when their manuscripts are rejected despite suppartive reports from reviewers might not be so surprised if they had read Paul Parsons's Getting Published: The Acquisition . Process at University Presses (University of Tennessee Press, 1989). As Mr. Parsons notes, "University presses operate within a system that . . . balances the interests of received knowledge and emerging knowledge. The editors themselves . . . have u bias toward emerging knowledge. They prefer works that challenge the status quo because these will be the books with the most potential for influencing intellectual currents. Yet the scholarly publishing enterprise also is biased toward the status quo. Peer reviewers and editoriol committee members tend to be estab-lished scholars in a field—the very ones, in fact, who may have built their careers on what is now called the status quo in their disciplines. . . . But the editors, who get to select the peer reviewers, . . . look for scholars who would be onen to new directions within their disciplines as long as the work measures up to the standards

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One concerns the review of a manuscript by a feminist philosopher that was rejected by Princeton but later was published by a commercial press and became recognized as one of the major books in the field. When this episode happened, in the 1970's, feminist scholarship was about where gay and lesbian studies are today, still atruggling to establish its academic credibility and credentials. The Princeton editorial heard (then consisting entirely of male faculty members) was suspicious of the two reports that I had initially solicited on this manuscript from reviewers, because they were too enthusiastic (and, presumably for that reason, seemed o lack "objectivity"). The board recommended that a

The Cutting Edge vs. the Status Quo at University Presses

third report be commissioned from a member of the university's own faculty who was known to be well versed in the literature of feminist political philosophy but was not thought to be so much a partisan for the cause herself. This scholar submitted a more critical. but still quite positive, report recommending that the press publish the book. The editorial bound turned it down anyway-a decision that was the most bintant exercise of prejudice that I have over witnessed in my 25 years in university-press publishing.

N ROUGHLY THE SAME PERSON, though, the editorial board at Princeton also initiated a tradition of giving explicit recognition in its decision-making process to what were dubbed as "risk" booksworks that, in one way or mother, departed from the model of the standard scholarly monograph and were seen as especially challenging to conventional wisdom. One such title was Julian Simon's The Ultimate Resource, an economist's frontal attack on the ecological doomsayers who were dominating the general medio in those days. Publication of this book met with considerable disapproval within the university itself, among both students and faculty members, including a group of demographers at Princeton's Office of Population Research who expressed their displeasure to university administrators.

These two stories reflect the limits and the possibilitles that exist within university publishing, even within o single press. Considerable diversity also exiats among presses in their atructures and operations. At some presses, for example, the director has no say in who sits on the editorial board; at other presses the director can virtually hand-pick the members of the board. The boards of some presses are so large that they contain experts representing all the fields covered in the publishing program; members of these boards tend to be given veto power over what gets accepted in their fields. Other university presses have boarda that are very small in relation to the size of their publishing programs, and members of those boards serve more as peralists, reaching their decisions largely by consen-

Other constraints exist on what a university press can or will accept. They iaclude the traditions, or "peraonality," of a publishing house-the accumulated weight of past editorial decisions that have already

given a distinctive character to the press's list and make some types of books more appropriate for it than others. Just as the press's image in a certain field serves as a signal to communicate with prospective authors looking for the right publisher, so too does it lead editors to look most favorably on manuscripts that complement what the press has already published-that fit its publishing "profile."

ESIDES these more or less overt constraints, sometimes "political" problems arise in the decision-making process. An editor may want to reject a manuscript recommended by a member of the editorial board or one written by on muthor whose previous bnoks the press has published or one solicited from an influential senior scholar that turns out to be disappointing. In such circumstances an editor-especially one without a long track record that provides him or her with some independent credibility-may choose to manipulate the review process so as to lead to the desired ontcome without appearing to

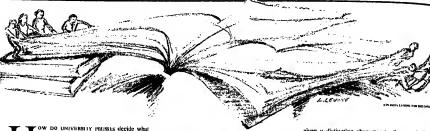
This might be done either by selecting readers not expected to be particularly sympathetic to the author's work or by passing the buck to the editorial board. which can make the final decision on the basis of the editor's recommendation and thus uppear to the author to be the arbiter of his or her fite. Manipulation can also work in favor of un author. When an editor is predisposed to want a hook published, choosing the right readers can make all the difference in the outcome, especially when the book hus a strong ideological slant. Chonsing readers likely to favor u book can not be done too blatantly, however, for any good editorial board rightly will raise questions about the choice of readers and. If bius appears to play too obvious's role, will nsk for additional review by a less partison reader or readers.

Disappointed outhors may suggest, os Mr. Mohr has recently, that presses should rely on reviewers' recommendations instead of giving their advisory boards of scholars the final say about whether or not to pub lish a manuscript. The problem with that idea, though is that it would give a much freer hand to editors in determining the outcome of the decision-making process since, as Mr. Parsons notes, the editors are the onea who normally get to choose the peer

Editors might enjoy this enhanced power, but would it really be the best way for presses to operate? Wouldn't it tend to make them ower like trade presses? And shouldn't presses, anywoy, reflect the "politi cal" balance of power within universities? It seems to me that the tension between "received knowledge and emerging knowledge" that is already built into the system will serve the best interests of university publishing in the long run. And when, in the relatively few instances that the system doesn't work quite as one might hope, the existence of independent publishers will provide the safety valve to insure that the truly deserving book will still see the

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Point of View By Sanford G. Thutcher



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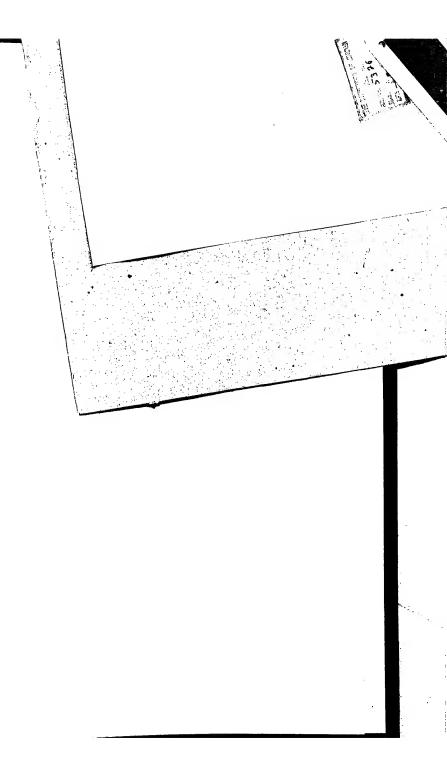
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This might be done either by selecting readers to expected to be particularly sympathetic to the author's work or by passing the buck to the editorial board which can make the final decision on the basis of the editor's recommendation and thus appear to the author to be the arbiter of his or her fate. Manipulation ca also work in favor of an author. When an editor is predisposed to want a book published, choosing the right renders can make all the difference in the outcome, especially when the hook law a strong ideolog cal shart. Choosing readers likely to fiever a book can not be done too blatautly, however, for any good edit rial hourd rightly will raise questions about the choice of readers and, if bias appears to play too obvious a role, will ask for additional review by a less partisates.

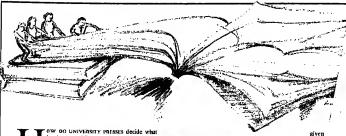
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